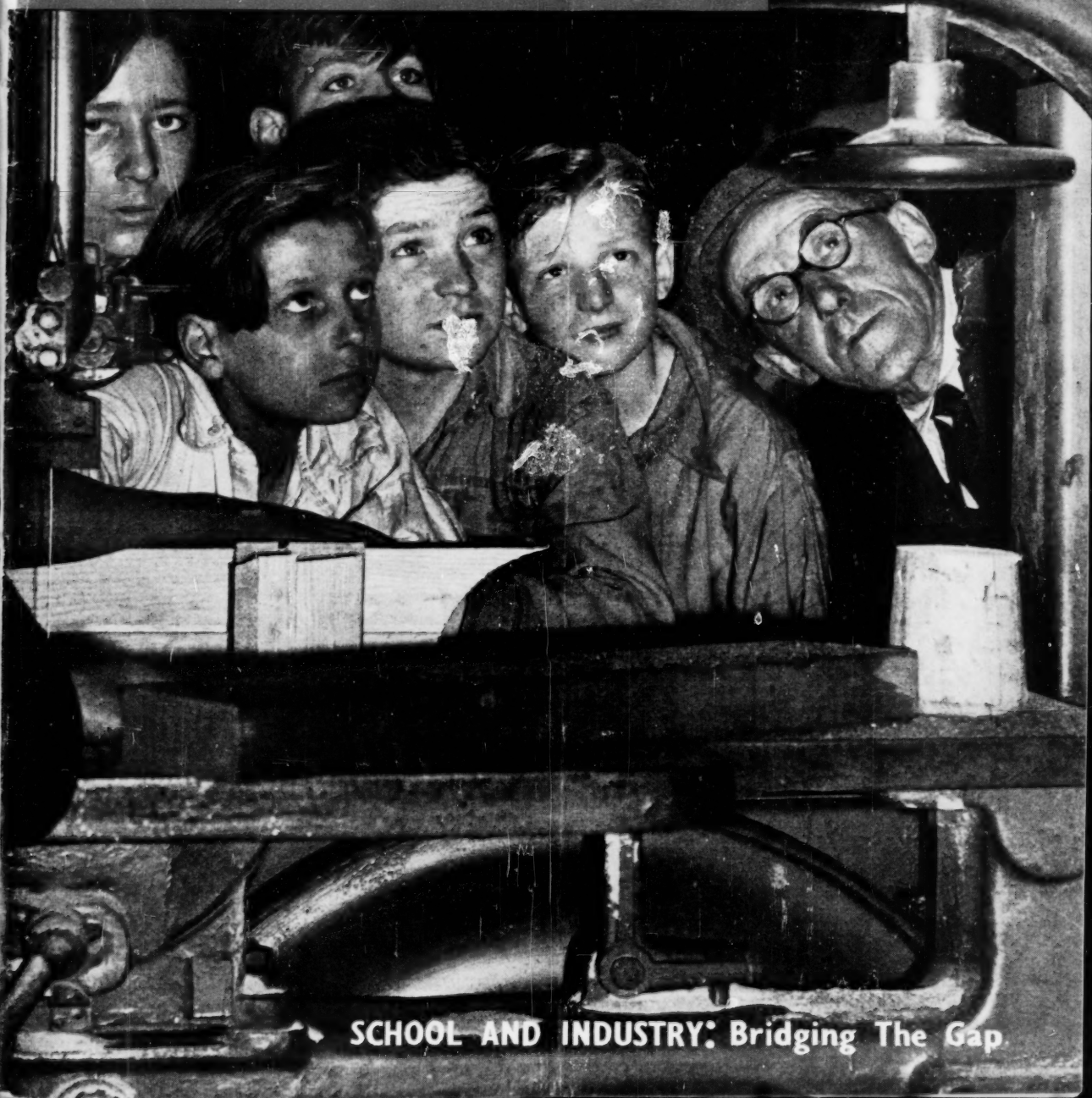
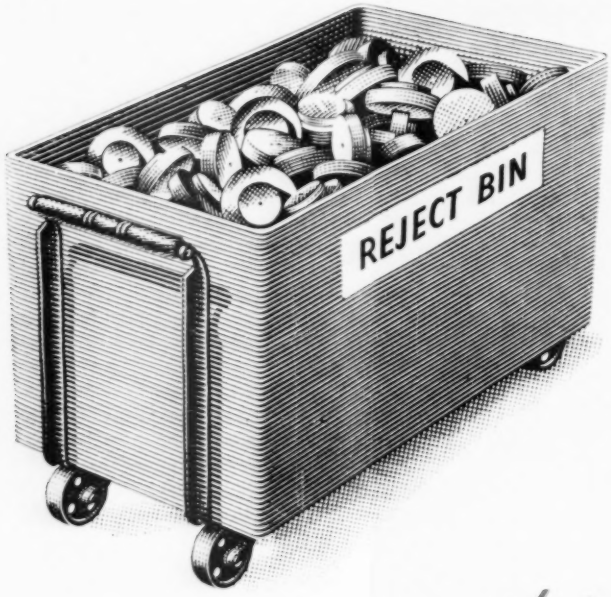
PERSONNEL MANAGEMENT
WELFARE & INDUSTRIAL EQUIPMENT

The Journal devoted to increasing Production through Better Management of Men and Machines

JUNE, 1953 1s. 6d.



SCHOOL AND INDUSTRY: Bridging The Gap



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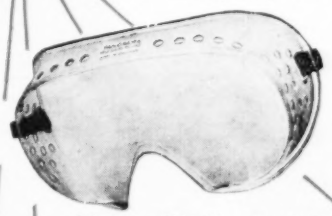

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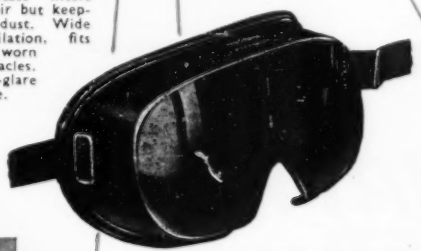

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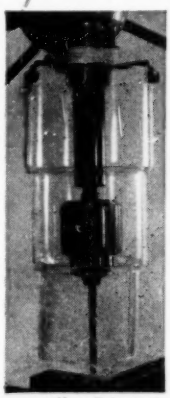

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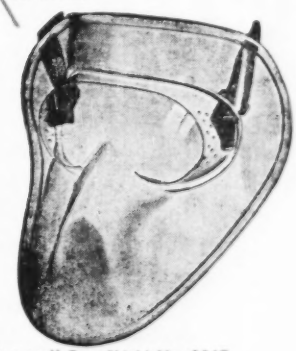

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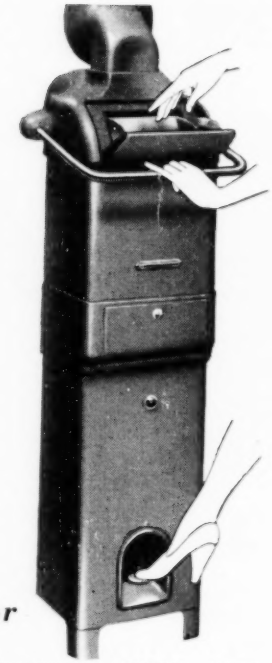

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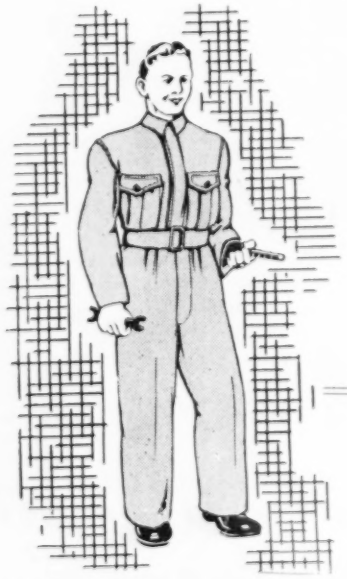

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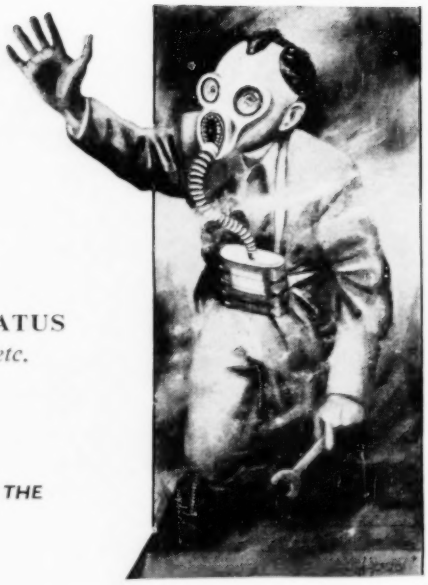

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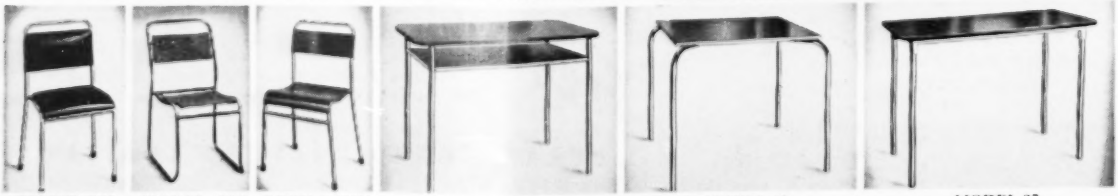

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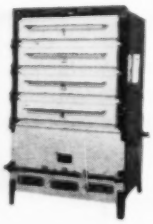

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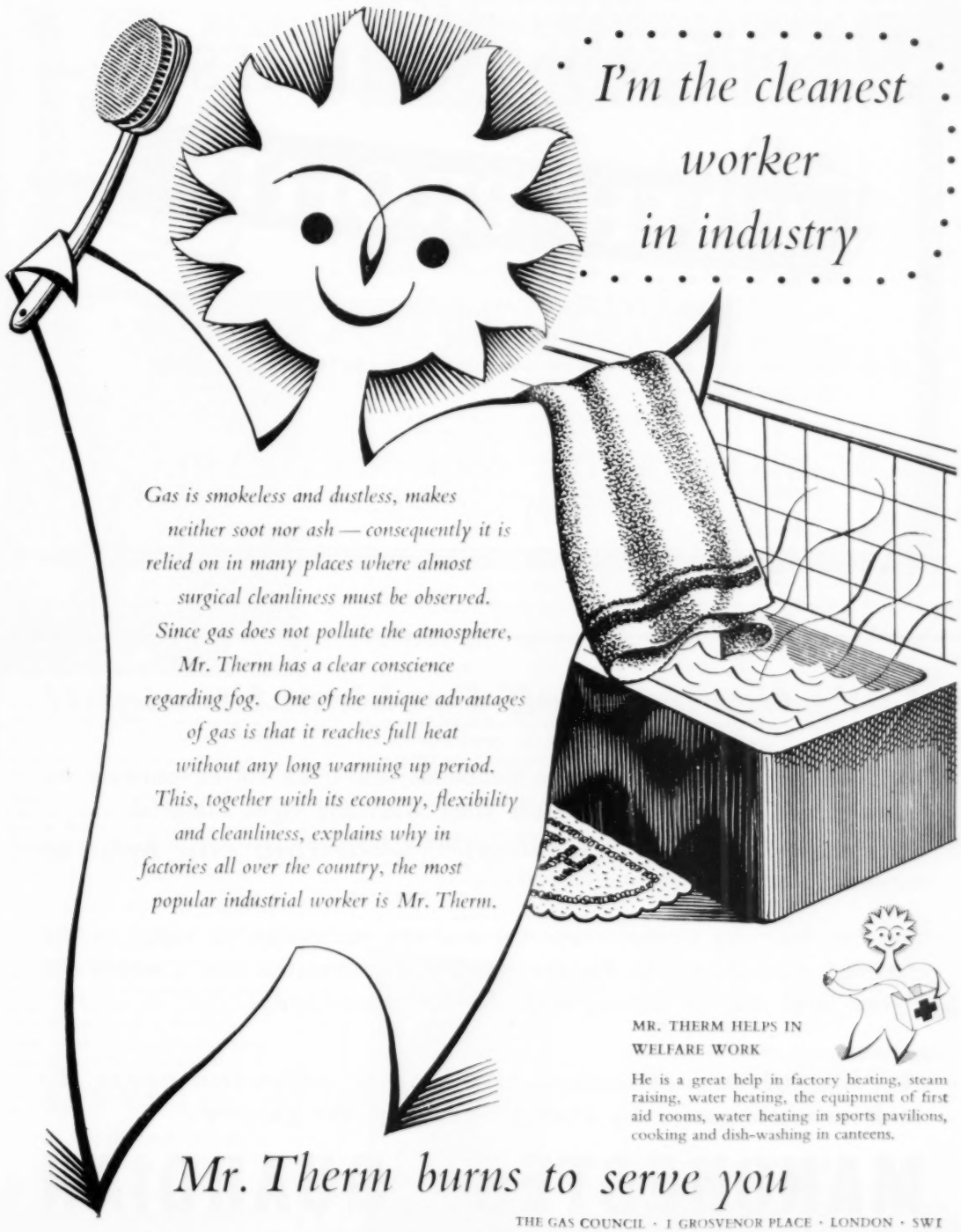

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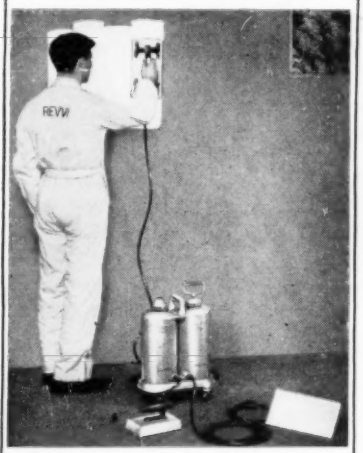

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PERSONNEL MANAGEMENT WELFARE AND INDUSTRIAL EQUIPMENT

CONTENTS FOR JUNE, 1953

MANAGEMENT OF PERSONNEL

BRIDGING THE GAP BETWEEN SCHOOL AND INDUSTRY — *PAUL NUGAT* — 540

MANAGEMENT THROUGH THE SUPERVISOR'S EYES
How Do You Get the Best from a Group? ... — *"DISCUSSION LEADER"* — 546

INDUSTRIAL EQUIPMENT AND MANAGEMENT

EMPLOYEES HELP £250,000 LABOUR SAVING SCHEME 542

EQUIPMENT THAT RAISES OUTPUT: Preview of Birmingham Safety and Factory Efficiency Exhibition ★ Canteen ★ Better Housekeeping ★ Safety ★ Seating ★ Welfare 557

WELFARE, TRAINING AND HEALTH

Coronation Features
THE MONARCHY AND INDUSTRIAL WELFARE .. — *SIR ROBERT HYDE, Founder of the Industrial Welfare Society* — 537

HOW 20 FIRMS ARE CELEBRATING THE CORONATION 543

PENSIONS FOR EXECUTIVES .. .. — *F. P. LOWTHER, Associate Editor, Policy Insurance Weekly* — 547

SAFETY AND ACCIDENT PREVENTION—CIVIL DEFENCE

SAFETY IN THE DIE-CASTING FOUNDRY ... ... — *W. M. HALLIDAY* — 548

INDUSTRIAL C.D.Os. SEE EMERGENCY FEEDING 554

CANTEENS AND CATERING

NATIONAL MENUS FOR CORONATION WEEK ... — *WINEFRED YEOMANS* — 552

NEWS AND READERS' SERVICE

CURRENT PERSONNEL AND PRODUCTION PRACTICE DIGEST 544
PERSONNEL NEWS BULLETIN 550
SUMMARY OF OFFICIAL PUBLICATIONS 562
MANAGEMENT DIARY FOR JUNE 564

Vol. 19, No. 157

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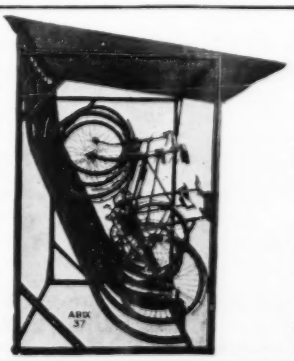

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" *Well, as a rule I'm only interested in the food but I couldn't help asking what this is, seems its called ' DECORPLAST '.* "

" There's quite a lot of this plastic sheeting about—you see it everywhere nowadays—suppose they're all the same ? "

" *That's just where you're wrong, Bill, the manager was saying that this is by far the best in all respects.* "

" Who makes it ? "

" *Holoplast Limited, and I reckon they know as much about this kind of thing as we do about metal !* "

" You're right there—I've seen the Holoplast walls in the new ' admin ' block. "

" *Well I think it's lovely, in fact when I get married I'm going to have it in my kitchen !* "

" Trust you Mary, you always want the best—don't you ? "

DECORPLAST

THE ARISTOCRAT OF PLASTIC SURFACES

Manufactured by

HOLOPLAST LIMITED. SALES OFFICE, 116 VICTORIA ST., LONDON, S.W.1

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In this historic month it seems apt to review the contribution made by our Royal Family to the betterment of conditions and relationships in British industry. The influence of King George the Sixth on these matters was profound. Here one who worked with him in the early days tells the story of the "Industrial Prince," whose sincere and constructive interest in industrial welfare set an example which is being followed by the Queen and the members of her family.

A Royal visit is no longer a formal affair. The Queen, like her father, prefers "to see things as they are."

The Monarchy and Industrial Welfare

By SIR ROBERT HYDE, K.B.E., M.V.O.
Founder of the Industrial Welfare Society

FOR some time before the Coronation week, thoughts have been finding expression in the words "The second Elizabethan age," words that enshrine a hope that under their young Queen her subjects may enjoy a period of peace and prosperity similar to that enjoyed under the reign of an earlier Queen whose name she bears.

The younger people of the present generation are so accustomed to seeing in the flesh most of the Royal personalities of the country—and film and television have contributed much to this awareness—that the remoteness of the Sovereign, even in comparatively recent years, has been forgotten.

The "Industrial Prince"

While there are, for example, records of visits to factories during Queen Victoria's reign, such were formal affairs and in the nature of a ceremony. These have now given place to a simple, more democratic form, and for this change our late, beloved King was responsible. His association with industry, so intimate that in later years he was frequently referred to as the "Industrial Prince," began in 1919. Since the happenings of that year are beyond the ken of the majority of the readers of these notes, an account of the origin of that association may be of interest to them especially as it had a profound influence upon the development of industrial welfare and personnel management.

During the 1914/18 war the writer was invited to join Seebohm Rowntree in establishing what became known as the Welfare Department at the Ministry of Munitions. Lloyd George, who founded that ministry and became the first Minister, was responsible for this enterprise and hoped—to use his own words—that it might do something "to soften asperities, improve conditions in industry, and build a bridge of understanding between employers and employed."

Close observation of industry on the part of the writer led to the conclusion that whereas the maintenance of all the country's institutions depended ultimately upon a stable and prosperous industry, very little recognition had been given to it by members of the Royal Family.

At the end of the war, believing that those who were engaged in industrial pursuits should be responsible for developing their own welfare (the words "personnel management" were tacked on to the movement at a later stage as a result of American influence) he founded, with the backing of employers, trade unionists and public men, an organisation—the Industrial Welfare Society—for the purpose of promoting better conditions and relationships in industry.

Since the society had neither party nor sectional attachments, it seemed to offer an opportunity of bringing about the association desired. Through the good offices of the Archbishop of Canterbury (Dr. Davidson) a request was made to King George the Fifth that his son, then Prince Albert, should give his prestige and support to this young body.

Permission was given, and at the first interview a shy, very likeable young man expressed his deep interest in the proposal. He was anxious to know all about industry; he would like to visit factories and meet people at their work, but he insisted that unnecessary formality should be avoided and, so far as possible, preparation should not be made. He wanted to see things as they were and not as people might wish him to see them. It was for that reason that on several occasions a few hours' notice only of an intended visit was given to the head of the concern.

After that, and until in later years the demands of kingship put a limit

on his activities, he regularly visited factories, mines, shipyards, numbering some hundreds in all, and became familiar with the major industrial processes and the conditions under which work was carried on. He was by nature interested in mechanical operations and often surprised his guide by asking very pertinent questions about some complicated process. At times an employer would be nonplussed at his question "Why do you do this in that particular way?"

For some years there was a persistent rumour that he had a well-fitted workshop at his home in Piccadilly where he made wireless sets, a rumour that led to one of the many "leg pulls" that he always enjoyed. In a wireless factory some of the young technicians showed him with pride a set of very modern and sensitive gauges. One of his companions said to the Duke: "I think you have a set of these gauges in your workshop, sir." He did not deny the intended implication and left the young men with the impression that they were face to face with a fellow craftsman.

Once he visited a mine in South Wales and was already dressed in miner's kit and below ground before the news of his presence leaked out amongst the miners who were working above ground. They hastily improvised a band and were ready to play the national anthem as he emerged from the cage; but so surprised were the onlookers to see the prince dressed as a miner and covered with grime that they took charge of the musical honours and drowned the band by singing, as only Welshmen can sing, "For he's a jolly good fellow."

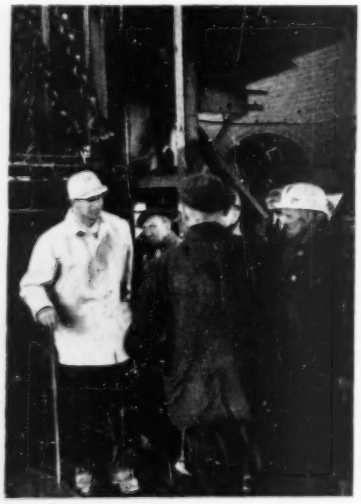
Industrial Welfare Society group, 1919. Left to Right: Lord Invernairn (William Beardmore & Co.), H.R.H. Prince Albert (later George VI), Sir Robert Hyde, Sir Robert Hadfield (Hadfields Ltd.), Sir Percy Girouard (Vickers-Armstrongs Ltd.), Douglas Vickers (Vickers Ltd.), H. C. Dickson (Halesowen Steel Co.) and Hector McMichael (McVitie & Price). Partially in the picture is Lord Baden Powell.

To attempt to describe in detail the multitude of incidents connected with these visits would carry one beyond the scope of this short article, but it was very significant that, one day after his accession, in conversation with the writer, he said: "I do know what people in industry are talking about," a truth that was accepted unreservedly by those who had occasion to talk with him on industrial matters.

It is reported that W. A. Appleton, a well-known trade union figure, once suggested to King George the Fifth that he should use his influence in some industrial dispute. His reply was "You should talk to the Duke of York—that is his job."

But apart altogether from meeting people at their jobs and at factory floor level, he showed his interest in many other ways. The annual conference of the Industrial Welfare Society was usually held at a time when the President was on holiday so he had to content himself by sending a message to the delegates, but when dates coincided with his presence in London he would attend and take part in the proceedings. At times he would express a wish to meet an employer or a trade union leader and arrangements would be made for the person concerned to meet him at his home in Piccadilly or at Buckingham Palace, when in intimate conversation some outstanding question or problem would be discussed.

These heart-to-heart talks were greatly valued and did not a little to impress upon those who were privileged to meet him in this way his deep interest and undoubted sincerity. In conversation with one of the members of the executive committee of the old A.E.U. he asked whether he might visit their headquarters at Peckham and learn something of the administrative work of a great union. This suggestion was welcomed and the morning he spent under the tutelage of Mr. Brownlie, then President, will for long be remembered. A lasting friendship was formed with George Isaacs when the Duke paid a visit to the Natsopa convalescent home at Nuneaton, an event that will live in the annals of that excellent institution.



Picture Post Library

The Duke of Edinburgh is studying Britain's industrial problems at first hand. Here he has spent 1¼ hours down a Lancashire coal mine.

Miners' Welfare Fund

Some recall the invitation they received to his wedding; others the wonderful experience they enjoyed when as his guests they were present in Westminster Abbey at his Coronation. He was greatly interested in the early development of the Miners' Welfare Fund for which the society was largely responsible before it was finally transferred to the Mines Department.

Some of the Welsh miners had laid out their own golf course at Ton Pentre and the Duke accepted their invitation to play the opening game. Partnered by Sir Basil Brooke he played against Frank Hodges, the secretary of the Miners' Federation, and Evan Williams, president of the Coal Owners' Association.

At times when he heard that some topic of national interest was to be discussed he would express a wish to join in. Mr. Butler, the director of the I.L.O., was anxious to discuss with a group of expert persons the provision and use of leisure facilities. The writer arranged a private dinner

at his club for this purpose, and, the Duke at his own request, came as one of the guests and took part in the proceedings.

After dinner someone criticised those who spent their Saturday afternoons watching others playing football instead of playing themselves. The royal guest made the point that he spent most of his days listening to other people telling him of their work, or watching them while at work, in consequence of which he enjoyed working in his garden on Saturdays. For that reason he said he could well understand why it was that those who spent most of their waking hours at work enjoyed watching other people being actively engaged on Saturday afternoons—a good point too often overlooked in discussions of this kind.

He was, as is well known, interested in camping; and when he learned that a number of youth organisations wished to have temporary loan for camping purposes of buildings that had been erected by the government for housing evacuees in the event of war, he suggested that a few of their representatives should dine with him at Buckingham Palace and put their case before the responsible Minister, who also had been invited to dinner.

Promoting Their Welfare

So might one continue to multiply examples of his interest but it would require a volume to record the many events arranged without fuss or bother so that he might take some personal part in promoting the welfare—using the term in a very wide sense—of those of whom he once said:

"The saving and brightening of the worker's life should be, and must eventually be, an industrial issue, and when the community realises that the country is richest which nourished the greatest number of happy people, a big step will have been taken towards the contentment and prosperity of the nation."

Out of this association with the workshops arose the camp which bore his name. During its existence, something like 6,000 boys from industry and the public schools gathered together, 400 at a time, as his guests. This was not just a social movement to which he had lent his name. It was his camp. The details of running it were his concern. The boys were his guests, and the cost of their hospitality he himself bore.

There was not in its inception any defined purpose or moral or social urge. To him it seemed a desirable thing that boys of varied upbringing, education and vocation should meet together and perhaps learn something of each other's point of view. He left it at that and no attempt was ever made to assess results. All that we know is that all over the world are mature men who look back upon that week spent as his guests as the happiest week of their life and as an unforgettable experience that contributed something to their understanding of human relationships. They are to be found in government service, in positions of authority in industry and in the professions, and playing a more effective part in affairs as a result of that experience.

His work in this wide field, carried on for so long and with unremitting endeavour, was brought to an end by his untimely death; but his influence is destined to survive. Indeed, during his lifetime his example was being followed by other members of the Royal family and from evidence already abundantly given there seems to be little doubt that the tradition he established is in safe keeping and likely to be maintained.

He showed how monarchy could stoop to conquer. Without loss of dignity he mingled with the "common people," and if one were asked to describe his personal legacy to posterity no choicer words could be found than those of John Selden who, early in the seventeenth century wrote:—

The Hall was the place where the great lord used to eat; where he saw all his servants and tenants about him. He ate not in private, except in time of sickness; when once he became a thing cooped up, all his greatness was spoiled. Nay, the King himself used to eat in the Hall, and his lords sat with him, and then he understood them.

THE NEW TRADITION

"He was anxious to know all about industry. He would like to visit factories and meet people at their work, but he insisted that unnecessary formality should be avoided and, so far as possible, preparation should not be made. He wanted to see things as they were."

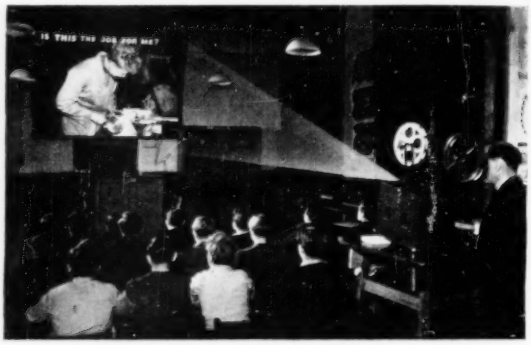
So George VI bridged the gulf — already narrowed by his mother and father — between the monarchy and the working people.

Though factory visits were more formal in those days, both George V and Queen Mary had the workers' interests very much at heart. Here they are chatting to girl munition workers in 1917.

This Employment Service Bridges the Gap Between School and Industry

By PAUL NUGAT

The Youth Employment Service helps the employer to find the type of youngster he is looking for, and the school leaver to find the job for which he or she is best suited. The increasing number of firms and schools seeking its advice is evidence of its value.



Youngsters soon to leave school are told by means of vocational talks and films what kinds of work are available.

BEFORE the Youth Employment Service was established under the Employment and Training Act of 1948, many boys and girls were shot out into the wage-earning world without guidance as to the direction they should take. Good human material was left to waste its precious adolescence in blind alley jobs. Employers received applicants for work with little reason to believe that the school reports they were handed would contain the kind of remarks which would enable them to decide on the youngster's suitability for the type of work in question.

Consequently, square pegs in round holes were legion. And had industry been operating anything like the full employment policy of the post-war years, job changing would have seemed as hectic as a rush-hour scramble.

Bridging the gap between school and the first job, the youth employment officer owes his or her position to the Ince Report of 1945, out of which the Employment and Training Act grew. It is a position of some delicacy, but of great potential value to both youth and industry.

The work of these officers begins with the supplying of vocational information to schools for the boys and girls who are approaching the end of their schooldays. The officers provide the data which enable the pupils to:

1. Learn the actual requirements of the job they may be contemplating;
2. Compare their aptitudes with those necessary for success in that job;
3. Learn the qualifications required for success in other jobs.

This service prevents disappointment later on, and diverts the youngster's consideration to alternative work, which might not otherwise have been considered until the search for employment in the first choice had proved fruitless. Moreover, it reduces the number of unproductive interviews the personnel officer has to give.

The second activity of the youth employment officer is to deliver career talks at schools to boys and girls, parent/teacher associations, and parents of handicapped children. These talks often lead to follow-up discussions, and requests for parties of pupils to visit industrial undertakings, which is, anyhow, one of the youth employment officer's major activities. Alternatively, requests are made for films on vocational guidance themes, of which there are few—too few—available.

All this is preparatory work in the mass, in which the main function of industry is one of supplying up-to-the-minute information on conditions and opportunities within their respective fields and organisations. Needless to say, those firms running sound training schemes are bound to be viewed with greater favour by youth employment bureaux than those with less clearly defined training prospects or none.

The strength of the bureaux rests on their efforts to keep themselves abreast of the local labour conditions in their areas by seeking direct information from employers. (Last year, in London alone, bureaux staff visited 2,688 employers to obtain information.) Unless the Y.E.O.

The youth employment officer explains to senior schoolboys the apprenticeship scheme of a local works. Employers who keep the Y.E.O. supplied with information can be greatly helped in recruiting.

can make himself a walking compendium of information, he will be unable to make intelligent placings and will inevitably forfeit the confidence of teacher and personnel officer.

One of the criticisms levelled against the youth employment officer is that he has an imperfect knowledge of the child he is attempting to place in industry *and* an imperfect knowledge of industry. While these are indisputable facts, it is also true that the teaching profession as a whole has had no contact with industry at all.

Some head teachers have long-established associations with a number of firms and take pride in personally placing their ablest pupils through these connections. But they are the exceptions. The new youth service in no way disturbs such relationships, but has come into existence to aid the remaining 95 per cent of school-leavers who are out on a limb.

Facts about Leavers

Regulations under the Employment and Training Act have made it compulsory for schools to supply the youth service with particulars of leavers' health, attainment, ability and aptitude. This information is supplemented by youth officers at interviews with leavers. Either before or after these interviews, the officer discusses each case with the teacher or head teacher. Some interviews are attended by the head teacher, the leaver, a parent, and the officer. Add to these preparations a medical report from the school health service, and the stage has been set for vocational guidance.

The acid test for the Y.E.O. is his ability to provide the personnel officers with suitable candidates. Having assessed the physical abilities, intelligence, special aptitudes, interests, disposition, attainments, and other attributes of each boy and girl, the Y.E.O.'s task is to relate this information to the knowledge he possesses of firms in his area.

While, from a purely technical point of view, his knowledge of industry may appear to be superficial, his training in vocational guidance has equipped him to assess a firm in terms of location, approach, size of staff, raw materials handled, processes operated, apprenticeship and staff training, welfare and canteen facilities, promotion prospects, distances to work, etc.

With mother well in the picture, a Y.E.O. advises a school-leaver.

In this way, school leavers are sifted and sorted to suit the labour market as well as their own inclinations.

Vocational guidance does not end there. One of the most valuable features of the Youth Employment Service is the care taken to keep in touch with these young workers in the first six months of their employment. Each receives a letter, inviting him or her to call at the bureau after work. Mostly they attend alone; occasionally a parent accompanies them.

Having personally "sat in" on some of these interviews, I know that their importance to everybody cannot be exaggerated. In a pleasantly informal atmosphere the Y.E.O. examines the nature of the youngster's work, the progress they are or are not making, and the extent of their satisfaction or dissatisfaction with their place of employment.

On the one hand, a youth who may be harbouring some small grievance or disappointment is encouraged to speak his mind; the matter can often be put right by the personnel officer, who is in turn grateful for the notice of it. On the other hand, such interviews bring forth vital knowledge, which might otherwise have escaped the Y.E.O.'s attention, about conditions within a firm. Far from regarding this as snooping, most firms are grateful for the interest shown by the service in their youngest employees and readily supply information, which makes a valuable cross-check for the Y.E.O.

Samples have been taken in various parts of the country on the extent to which school leavers are changing their jobs. The evidence to date does not support the popular view that youth today is restless and unwilling to apply itself to learning a trade. Undoubtedly, this conception of youth has arisen from the small percentage who lack the necessary stability to settle down. They are frequently the victims of unstable home conditions, beyond the influence of the service and the employer.

Though there is no legal obligation to use the service, head teachers, personnel officers and parents are making increasing use of it in Britain's industrial areas. In London alone the bureaux placed 44,062 young people in 1952, compared with 39,034 in 1951, while registrations for employment rose by 5,007 to 47,591—this in spite of the fact that there were fewer vacancies in 1952, mainly because of a recession in the clothing and furniture trades and some branches of engineering.

The service can only advise parents, teachers, school leavers and employers. That so many seek—and act upon—its advice is a tribute to its value.

The service keeps in touch, until they are 18 years of age, with young people whom it has "placed." Such interviews can benefit employer, employee and supply the service with up-to-date information.

Employees Helped This £250,000 Labour-Saving Scheme to Success

She helped with a suggestion which led to improved filling of streptomycin ampoules—and was suitably rewarded. Glaxo rate their suggestion scheme highly.

By a Special Correspondent

Because company policy was explained to them—via their representatives on the joint advisory council—Glaxo employees played their full part in making the firm's rationalisation programme result in higher productivity.

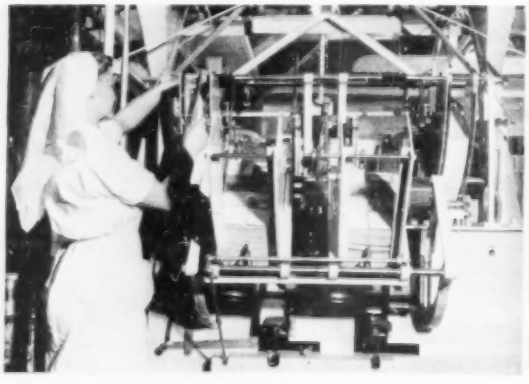
"LABOUR-SAVING devices have been installed in many departments at a cost of more than £250,000, and our staff have most helpfully co-operated in using to the best advantage these aids to greater output." So said Sir Harry Jephcott, chairman and managing director of Glaxo Laboratories Ltd., in a review of the company's work.

Why were these labour-saving devices installed, what were they, and how was the need for them put over to the employees?

In a company of this type, it is inevitable that from time to time demand for certain of the older products diminishes; and when this occurs a tidying-up process has to take place if the advantages of large-scale production are not to be lost. Glaxo have dealt with the problem by a steady reduction of those preparations that are little used and by adopting pack standardisation where possible. Simultaneously they have put in hand a vigorous mechanisation programme.

The introduction last year of a new fully interchangeable pack of reduced size for the majority of the company's large range of penicillin and streptomycin products has resulted in substantial economies running into many thousands of pounds. In addition to the smaller pack, the size of vial used for these products was reduced and standardised, a complementary measure that has produced valuable economies, besides simplifying operations in the packing department. For certain markets individually cartoned vials had to be maintained.

The introduction of the new package is showing a tremendous saving in packing materials, together with a marked increase in packaging productivity. With it, urgent orders can be filled at top speed, and a new product launched at minimum notice, for all that is required is two sets of printed cards for insertion in the standard pack.



Bag and carton production has been largely mechanised over the past few years. Staff have helped to eliminate uneconomic packs and speed up output of new types which have been adopted. Glaxo employees co-operate with management because the need for all changes in production methods, etc., has been explained to them step by step.

Among the major labour-saving devices installed at Greenford during this rationalisation programme were the completely automatic packaging machines for Farex (a cereal food for infants and invalids) and Glucodin (powdered medicinal glucose with vitamin D) that have achieved a six-fold increase in output "per girl hour." Each new machine requires a team of not more than five operators.

The Farex plant is a modern high speed food packing installation. From storage hoppers Farex passes by gravity feed through vibrating screens to the automatic weighing machines on the packing floor. These machines together weigh at the rate of 60 × 10 oz. weighings per minute —ready for the packing machine, which automatically picks up a paper bag from a magazine, opens it and fills it with 10 oz. of Farex. Simultaneously, a carton in the flat is automatically picked up from a magazine, opened out, placed in a vertical position, and the bottom flaps folded.

The filled bag is dropped into the carton, which then moves forward to take up a position where a code date is stamped on the flap. The next operation positions the top of the bag and the bag is then heat sealed. In passing along the machine, the bottom flaps of the carton are gummed and sealed, while the top of the sealed bag is folded down and tucked in.

At this stage, a mechanism comes into operation which picks up a leaflet and places it in the carton while the two inner flaps on the top of the carton are folded over. One of the flaps is gummed to hold it to the other flap and finally the outer flap is folded over and tucked in.

(*continued on page* 567.)

How Twenty Firms are Celebrating the Coronation

A venison barbecue . . . river trips . . . open air dancing. Here are enterprising welfare ideas in plenty. And the applicability of most of them is not limited to Coronation week.

AS soon as it was known that the Coronation procession would pass their frontage, **Selfridge's Ltd.**, the well-known London department store, began preparations to ensure that as many members of the staff as possible would be able to see the spectacle.

In view of the large number employed by the firm, the management had to allocate the limited number of seats available. In fairness to the many long-service employees, it was decided to give a ticket (entitling the holder to two seats) to each member of the staff who had completed ten years' service or over, and to those who had attained buyer status or above.

By this arrangement, 1,500 workers will enjoy the comfort of a grandstand seat overlooking the Coronation route, and will be permitted to bring as a guest of the store one member of their family. The management have ruled that seats may not be sold or given to outsiders, and the store itself has politely refused to entertain any of the numerous inquiries for seats which have been received from members of the public. An additional 500 seats have been provided for the directors of the firm, store executives, and their families. Refreshments will be served throughout the day.

Five hundred employees in the 46 branches of **F. Hawkins & Co. Ltd., Acton** (London) grocers and provision merchants, have received a Coronation gift bonus of £1 for each completed year of service with the firm. The company decided that pensioners and certain women who had left the firm to get married should also be eligible for this special Coronation year present. All members of the staff with not less than three months' service to their credit have been given proportionate amounts to mark the event. Average length of service of the branch managers is 18½ years. It is estimated that the total amount distributed will exceed £3,000.

The 1,700 employees from the eight mills of **Bulmer & Lumb Ltd.**, worsted spinners, of Wibsey (Yorks.), are being taken in three special trains on a Coronation trip to Blackpool. There the workers will be fed and fêted, and will attend a reception at the Winter Gardens ballroom, where presentations will be made for good service, etc. So that nobody will suffer any loss from the Coronation holiday, employees will be paid on normal piece rate production, and not on the less advantageous hourly basis.

During Coronation week archers from all over the world will visit a Ruislip sports ground to take part in a contest organised by **Acton Bolt Ltd.**, London, N.W.10. There will also be a competition with a solid silver hunting arrow for the winner—to be presented, it is hoped, by film star Joan Rice. This will be followed by a venison barbecue in the traditional style of Merrie England. This firm is also holding a "Coronation cavalcade," the programme of which includes a fancy dress dance, a bathing beauty contest and a demonstration by the Womens' League of Health and Beauty.

In addition to holding a Coronation ball, the **Circuits Management Association Ltd.**, has provided seats (drawn by ballot) for its staff at cinemas on the route of the procession.

C.A.V. Ltd., London, W.3, has taken over the Hammersmith Palais on the Friday of Coronation week. There the firm is holding a free dance and cabaret for 2,500 employees and their guests. On the Saturday this company is having an "At Home" at which its processes and products will be exhibited for the benefit of workers' families and friends. On the pay day before the Coronation, each employee will receive a Coronation crown piece in his wage packet.

"Cruising Down the River" will be the theme song of employees of the **Bowater Paper Corporation Ltd.**, London, W.1, for the social club has hired a Thames river steamer from which some 200 members (selected by ballot) will see the royal fireworks and illuminations on Coronation night. The matron of the **Initial Services Ltd.** (London) day nursery is entertaining employees' children to tea on June 3. **Qualcast Ltd.**, Derby, have placed their canteen at the disposal of the local

(*continued on page* 566.)

Issuing Coronation seat tickets at Selfridges Ltd. (see first story). Mrs. E. Mumford, the store's welfare sick visitor, receives her ticket from A. W. Fowles, personnel manager, while Miss E. M. Joughin, his secretary, checks the names of those entitled to seats.

Put New Workers on Probation

HOWEVER good one's selection methods, "bad risks" sometimes get through. To overcome this weakness, one American firm puts all new employees on probation for a month, during which time they are screened.

Supervisors are asked to take a very critical view of the newcomers. A rating form is completed for each new man. For example, supervisors are asked to observe whether the new employee has a bad attitude towards his boss, the company or his fellow workers; whether he is often absent or late; whether he is lazy or lacking energy for the job; whether he is a safe worker; whether he has trouble in understanding instructions; whether he requires a lot of supervision; whether he acts too impulsively; whether he follows the crowd blindly and does not think for himself; and whether his output is below standard.

Rating Check

When an employee is transferred to a new department, the rating form goes with him and is checked and completed by the new supervisor. If it is obvious that the employee is unsuitable, he is dismissed immediately. If he completes his month's probation, the rating form is passed to the personnel manager, who decides whether the man is suitable to continue permanently in the company's employ. If he is accepted, the rating form is filed as part of his personal record.

If the employee later turns out to be a misfit, the ratings are examined by the personnel manager to determine whether the supervisors have shown bad judgment or whether the screening procedure needs improving.

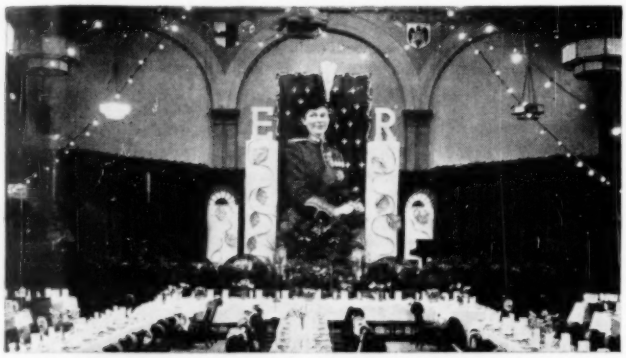
(Condensed from *Supervision*, 2/53.)

Efficiency at Shell

SHELL-MEX and B.P. Ltd. have formed an organisation and methods department at their head office. The organisation section will (a) maintain a review of the division and grouping of duties within the company and recommend to the general staff and industrial relations manager such changes as may be necessary to ensure the maintenance of an efficient organisational structure; (b) administer agreed changes in organisational structure after consultation with the operating departments concerned and, as affecting personnel, with the staff department; and (c) survey the company's employing centres with a view to ensuring maximum efficiency and economy in the use of staff.

The methods section will advise head office departmental managers and divisional managers on the methods used in any particular sphere of the company's operations.

CORONATION DISPLAY PREVIEW



Employees of E. P. Rose & Sons, Ltd., Bedford, were given a pre-view of the store's Coronation decorations at a staff dinner and dance to celebrate the firm's 115th anniversary. Designed by the display manager, the scheme includes a centrepiece 30 ft. high showing H.M. the Queen at the Trooping of the Colour.

CANTEEN DRAMA IN ONE ACT

Employees at Constructors Ltd., Erdington, Birmingham, can enjoy a one-act play during their lunch time break in the canteen. Our photograph shows them watching a performance of "Night Journey" by Philip Johnson. Performances last about 25 minutes so that there is adequate time for employees to eat their meal.

Staff on the Doorstep

FIRMS in need of additional office staff should remember that some of their hourly-paid workers may prefer white collar jobs. With this in mind, the Stewart-Warner Corp., of Chicago, posts office vacancies on factory bulletin boards. The company also puts an insert into pay packets of hourly-paid employees, asking them whether they would like to change over to office work—providing that they qualify.

(From *Management Review*, 3/53, quoting the *Employee Relations Bulletin* of the U.S. National Foremen's Institute.)

Safety Tags

FOR twenty-five years a system of coloured safety tags has protected workers at West Penn Power Co., Charleroi. Colours of tags were selected after testing workers for colour blindness and checking visibility. Each tag carries a summary of the rules governing its use. The company uses six of these tags designed to ensure that only authorised persons handle line and switching equipment, and that they know exactly what is happening in connection with it. For example: *Operating Permit* (black letters on a

green tag) "Authorises operation of equipment that normally would be prohibited. This permit allows checking, testing, inspecting by other than the usual authorised operator. Issued to an individual. Only he can operate equipment thus tagged."

Issue and systematic use of these tags is controlled by the dispatch file. Every time a "release" or "caution" tag is issued, a note of the number and other relevant facts is entered on a record card. This card remains on the dispatch clerk's desk until all persons involved in the job have reported clear and the line or equipment is returned to service. Each station operator keeps the same data in his log.

Tags are only issued to an operator after a check with the personnel record card has shown that the man has the necessary training and experience for a particular job.

Success of the system depends upon observance of rigid standards of procedure. A tag on a line means nothing unless everyone who sees it understands its message and is confident that others understand and respect it, too.

(Condensed from *Occupational Hazards*, 1/53.)

Ideas in Brief

LAWN mowers and dinner services were among the prizes shared by the staff of twenty-seven local ice-cream depôts of T. Wall and Sons Ltd., in their half-yearly sales competition.

Birlec Ltd., Birmingham, filmed the sports day, dinners, official luncheons, the outing to Blackpool and other events with which the firm celebrated its silver jubilee in 1952. The film will be seen at the firm's jubilee.

At the first anniversary dinner of the Pressed Steel Co.'s Twenty-Five Year Club, 139 members joined the ninety-one founder-members and received gold watches and badges from the chairman, himself a founder-member.

"The value of long service to our company cannot be shown on the balance sheet, but it is a great asset, particularly in a trade where craftsmanship still plays a dominant part," said G. F. Waddington, director, G. Waddington and Son Ltd., tanners and glove manufacturers, Hull, at a concert at which watches and clocks were presented to eleven employees, each with over 25 years' service.

Three weeks' holiday with pay are being granted during this summer to all factory workers with over five years' service in the Hanwell, Colnbrook and Irthlingborough factories of Procea Products Ltd. At Hanwell this will apply to over 60 per cent. of employees.

Ideas & News from House Magazines

Coronation Competition

A Coronation snapshot competition for employees of the Clark group of companies is being held. Results will be published in their magazine. Prizes will be given for the three best snapshots of events connected with the Coronation. **(Clarks Magazine.)**

Blackpool Again

Over 1,500 employees of Bulmer and Lumb Ltd. will celebrate the Coronation with a trip to Blackpool. "The playground of the north" proved so popular for the firm's "Victory Trip" in 1946, that they decided it must be Blackpool again for Coronation year. **(Advance.)**

Climbing the Ladder

There are 413 young men (335 apprentices and 78 trainees) undergoing training at Vauxhall Motors Ltd. Competition for entry is keen. Last year 156 boys applied for jobs as office boys; 72 were engaged.

Applicants for the five-year apprenticeship scheme numbered 247, of whom only 48 could be accepted. (Two-thirds of the successful applicants had fathers working at Vauxhall.)

Some 55-60 per cent of those engaged as office boys also take up the five-year apprenticeship. Results in 1952: one B.Sc.; sixteen higher national certificates: thirty-three national certificates in mechanical engineering; fifteen City and Guilds Inter. machine shops certificates; twenty apprentices up-graded to student-apprenticeships. **(Vauxhall Mirror.)**

Coronation Special

On Sunday, June 7, a special train will take employees of Newton Chambers, with their families and friends, to London to see the Coronation decorations and festivities.

Six double tickets for this trip (valued at £5 each) will be among the prizes offered for the best ideas put forward, between now and the Coronation, in connection with the company's suggestions scheme. Other prizes include a lawn mower, tea trolley, pressure cooker, electric clock, wheelbarrow and travelling case. **(Thorncliffe News.)**

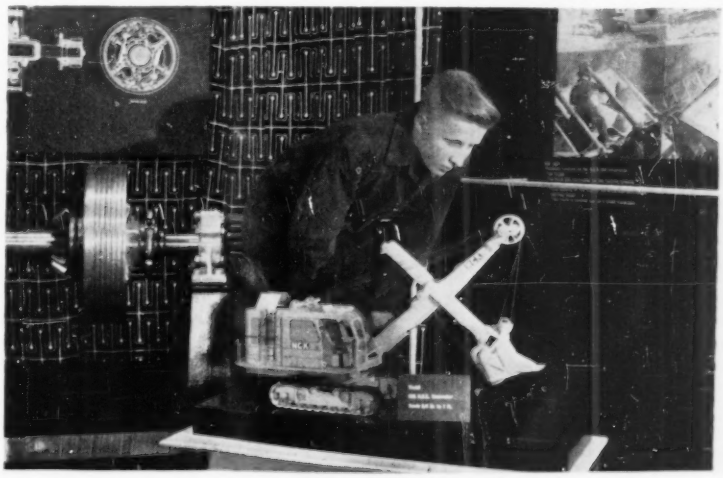
Industrious Nurse

Nurse Alice Bees has retired after twenty-three years' service with the Rolls-Royce Sick and Benevolent Club. During that period she has paid no less than 107,000 visits to sick members, an average of about eighteen visits in every working day. **(Rolls-Royce News.)**

Largest Award

A cheque for £290 was recently awarded to the oldest employee—in terms of years of service—of Igranic Electric Co. Ltd., for a suggestion for manufacturing dashpot supports from steel instead of brass, which effected a considerable saving over the year. **(Intercom.)**

LEARNING ABOUT HIS FIRM



A Newton Chambers & Co. Ltd., apprentice examines a model of one of the firms excavators which is included in an exhibition recently opened at the Works. Purpose of the exhibition is to enable all who earn their living at Newton Chambers to see what their colleagues are doing, how the firm began, and its objects, craftsmanship and recreations.

The working group breeds a sense of security—but also, sometimes a noisy bonhomie. Should song and chatter be discouraged, or do they help the work along? What do YOU think? Write to the Editor so that others may have the benefit of your experience. One guinea will be paid for all letters published.

How Do You Get the Best Out of a Group?

THIS month we turn to another aspect of the supervisor's work. A supervisor says: "I am in charge of an assembly shop of fifty people, mainly women. The work is semi-skilled and repetitive and some of the processes are carried out by groups of women. The members of each group laugh and talk and sometimes sing together, and I do not mind this as long as it does not interfere with production.

"A short time back I thought one group was getting so noisy that their work must be suffering. After repeated warnings had had no effect I moved the two noisiest and most talkative girls away from the group to jobs on their own at the other end of the shop. The group is much quieter now but I have had several minor complaints from individual girls, and one of the girls I moved has just asked me for her cards. In addition, the quantity and quality of production has suffered."

This reaction raises the whole question of the composition of groups in industry. The groups we belong to have a great power over us as individuals, since we gain a sense of belonging and security from being a member of one. This explains why managements often have so much trouble when they move people from one job to another.

We all need to feel secure, and we all feel very strongly opposed to a person or a situation which threatens our security. In this example one of the girls who was moved from the group to which she felt she belonged obviously felt insecure and asked for her cards. We do not know anything about the other girl but she may have felt the same insecurity and reacted in some other way—e.g., by sulking.

Further, the production of the group had deteriorated. This illustrates another well-established fact about groups. We all tend to play a special rôle in a group to which we belong. One will lead; another will be good at solving problems; another will be the cheerful person, and so on. The very noisy girls looked as though they were hindering production but, as events showed, they must have been pulling their weight in the group, presumably by keeping its members in good spirits.

Of course, their behaviour may have been distracting to other groups and might have had to be stopped on that account. But this experience shows that behaviour which seems distracting to a supervisor may really be a useful and stimulating part of the working group, and it is worth studying the composition of groups from this point of view. The needs of production, however, often make it necessary to move people from one group or even department to another, and this often raises difficult human problems for the supervisor in charge.

In his book *Are Workers Human?* (Falcon Press), G. R. Taylor shows how a laundry solved the problem of moving people from group to group. Laundry work follows a weekly cycle and girls were constantly switched from department to department to keep up the flow of work. The girls resented this because they did not like leaving their friends and because they felt that management must regard them as the least efficient members of the team, for they were obviously the ones who could best be spared.

The difficulty was overcome by forming a "shock troop" of the most experienced workers, who could be transferred from one department to another as they were needed. As these girls had to be able to do all the jobs they were, in fact, the most skilled, and it soon came to be regarded as a privilege to be asked to join them. They also formed a natural group of their own to which the individual worker felt she belonged.

LEAVING WELL ALONE

They Decided for Themselves

ANOTHER foreman tells me how he has girls working together as groups of four on one production process. He says he never interferes with the way they organise themselves provided the work is got out to time. They are a contented group of people and production is always up to schedule.

Every time he passes one group he notices the girls have changed places and are doing a different job. In the group next door, however, they are all sticking to the same job, week in, week out. This foreman is wisely leaving well alone.

Probably one of the reasons why these girls are contented and working well is that they are deciding for themselves their own method of working. We all like to participate in making decisions which affect our interests and which we feel capable of making. Other industrial groups

have been encouraged to make much more fundamental and important decisions than the one I have quoted. I should like to return to this aspect of the management of groups in a future article.

THE HARASSING FOREMAN

Wanted—a Transfer

OTHER problems, which seem at first sight only to concern an individual, may, if studied more closely, prove to concern a group. A senior superintendent is worried by a problem of this kind. He says that one of the operators in his department, a member of a team of four engaged on one job, asked him whether she could have a transfer to another department. The superintendent asked her why, since she had been in his department for the past five years. She replied that the assistant foreman was harassing her. "He stands over me," she said, "and watches me and pushes the work along towards me—it makes me nervous and bothered."

The superintendent says he persuaded her to go back on the job but he knows she is not satisfied and is wondering what other steps to take.

What Has Gone Wrong?

A talk with the assistant foreman might reveal other facts in this case, but it is probable that he would deny all or most of what the girl had said. The girl's complaint may reflect her attitude to the foreman and may not accurately represent anything he has actually done. The rest of the group may hold the same attitude towards the junior foreman, and the girl who complained may only be reflecting this.

The superintendent should discuss this question with the four operators, the junior foreman also being present. If the superintendent approaches the problem from the angle "What has gone wrong here?" and not "Who is to blame in this situation?" he will find that the group will feel encouraged to discuss the problems quite freely with him. With this approach, everyone present, including the junior foreman, will feel the superintendent is continuing to support and encourage them, and a more satisfactory understanding should be reached.

Perhaps we can ask this superintendent to follow this case up along these lines and to report to us what success he has had. Other aspects about which we need further information suggest themselves. For instance, is the output of this individual girl satisfactory from her foreman's point of view? How does it compare with the output of the other girls? What experience and training for his job has the junior foreman received? Perhaps next month we shall have a progress report on this case. In the meantime, what experiences have you had with groups and how do you approach this aspect of your work?

DISCUSSION LEADER.

Pensions for Executives

Following up his article of last month on staff pension schemes, F. P. LOWTHER, Associate Editor of "The Policy Insurance Weekly," describes the benefits obtainable under "top hat" schemes.

ONCE upon a time, top-line executives did not bother about pensions. They saved out of their salaries, bought stocks and shares steadily and finally retired comfortably off. That was once upon a time. Today the £5,000-a-year man has a retirement problem because income tax and surtax will take up to half his salary, and a large slice of his retirement income wil go in the same way. He is thus—if a metaphor may be stretched a little—ground between the upper millstone of high taxation on his earnings and the nether millstone of high taxation on the interest on whatever he has been able to save out of his taxed income.

Fortunately, for any high executive who is not entirely satisfied with the justice of this position, there is a remedy. And it is legal and legitimate. What he has to do is to take part in a staff pension scheme. By so doing he does not have to pay tax on that part of his salary that goes to provide for his pension.

The £5,000-a-year Man

Where there is a staff pension scheme in existence, the executive will often be a member of it, but generally his pension from this source will be based on the top grade in a scale that would normally end at about £1,500 or £2,000 a year. Thus the £5,000-a-year man has only one foot on the wagon. How does he get right on?

The answer is a separate or supplementary scheme, known as an executive pension, or more colloquially, as a "top-hat" scheme. What happens is that the employer invests a stated amount out of the executive's salary in an individual pension policy, holding it in trust until the time comes to pay the pension. If the scheme receives the approval of the Inland Revenue, that part of the employee's salary invested for him in the pension policy is not classed as income accruing to him and he pays no tax on it. Thus he is, in effect, saving out of untaxed income. For the man who is paying tax at the rate of 50 per cent, the value of this concession is at once apparent.

A Quotation

Let us look at the sort of quotation that a life asurance office might make in respect of a £5,000-a-year manager of forty-five. If he agrees that £1,000 of his gross salary be diverted to provide an approved pension, he will find that he then has to pay tax on income of only £4,000. Thus, where at present his net income may be £2,700 a year, his future net income will be £2,375. In other words, by doing without £325 of his present net salary, he is having £1,000 a year put towards his future use when he retires. This £1,000 will provide at age sixty-five, a pension of something like £2,000 a year, guaranteed for at least five years and thereafter for life. Or a quarter of this pension could be commuted for a tax-free sum which would work out at about £6,000, leaving a pension for life of £1,500. On death before pension age there would, in most circumstances, be a payment to the widow of up to about £20,000.

At present rates of tax the total reduction that the employee would have suffered in his net salary over the period of twenty years would be only £6,500; and the employer would have treated the contribution of £1,000 a year to the pension as a business expense just as he would have done had he paid it as salary.

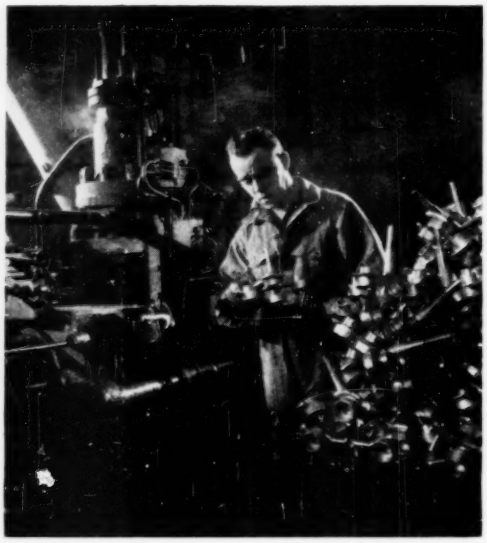
That, in the broadest terms, is the "top-hat" scheme. Where, you may ask, is the catch? There is no catch, but not everyone with a large income is eligible, and the pension benefits may only be varied within certain defined limits. Each individual "top-hat" scheme must be submitted to the Inland Revenue, whose approval must

(continued on page 549.)

Die-Casting Dangers

Make these Simple Operations SAFE

By W. M. HALLIDAY



Aluminium Development Assoc.

In the die-casting foundry it is the minor accidents which cause the greatest losses. Most minor accidents arise from carelessness. How to combat careless practices is the theme of the author who, in his second article (below), gives valuable guidance on breaking ingots and ladling molten alloy safely.

IN many foundries it is the practice to break ingots into small pieces for greater convenience when feeding machine metal-pots. This breakage is usually done by sledgehammer on the works floor, and is an operation having its own peculiar hazards.

Some alloys are brittle or friable, or do not fracture easily and *cleanly*. Masses of needle-sharp particles may be driven off the fractured portions by the impact of the hammer. These can be very dangerous to eyes, hands and face. Alternatively, a concrete floor may be badly broken, so that particles fly from it, by each hammer blow.

The man wielding the hammer should wear goggles and long gloves. A properly designed steel or stout cast-iron rig should also be supplied for holding an ingot while it is being broken. This rig should have substantial bridge portions underneath which the longest end of the ingot slab rests while a particular section ingot is being smashed off. Such a rig (i) prevents damage to the works floor and (ii) stops the ingot slab sliding about or kicking up at the opposite end to that on which the hammer blows are being delivered.

The diagrams in Fig. 1 illustrate the construction and use of a very efficient safety device of this kind. It is an iron box-casting rig consisting of block *"a,"* flanged at the base and drilled through the flanges for hold-down holes *"b"* by which the rig is fastened to the floor. The casting is hollowed to form channel *"c"* through which an alloy ingot, of the kind shown in the upper left hand corner, may be passed for breaking. The integral bridge portion *"d"* is of ample thickness and strength and prevents the left-hand end of the ingot from "jumping" upwards when the other end is struck by the hammer.

At the right-hand side of the rig, where the ingot is exposed for striking, the sharply pointed, hardened cast-steel blade *"e"* is permanently mounted in the block. The crest of this is slightly higher than the floor of the channel *"c"* to raise that end of the ingot in the way illustrated in the upper sectioned view.

The ingot is inserted into channel *"c"* with the notched side uppermost, with one notch located immediately over blade *"e."* One or two relatively light hammer blows on the overhanging section will suffice to start a crack across the narrowest portion, as indicated by heavy line in the sketch. The ingot is progressively moved along channel *"c"* for the severing of each section.

Hands, legs and feet are often scalded during the ladling of molten alloys. Ladles are often badly designed, too large in capacity, or

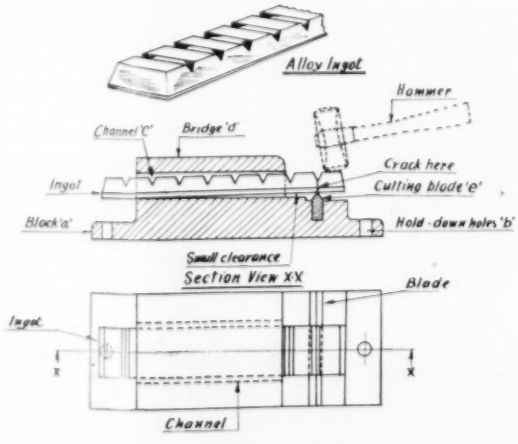


Fig. 1. This iron rig holds an ingot safely while it is being broken with a hammer. The ingot is moved progressively along the channel "C" for the severing of each section.

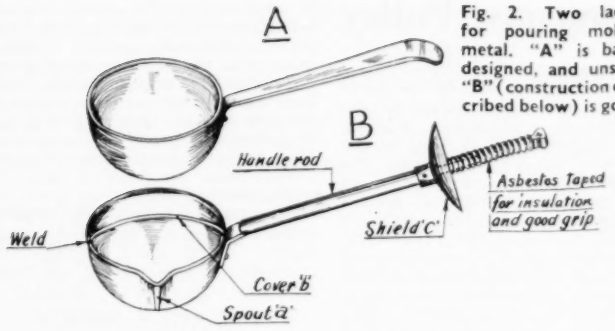


Fig. 2. Two ladles for pouring molten metal. "A" is badly designed, and unsafe. "B" (construction described below) is good.

kept in a very poor state of repair.

Usually the handles of ladles are weak and too short, and allow the loaded bowl to vibrate easily or provide an ineffective grip for the user. Generally the handles are not insulated against heat, nor are they equipped with covers for the bowl to prevent spillage.

Such ladles, in steel, very speedily corrode, or are worn thin by the chemical action of molten alloys. Thus, very frequent inspection and test are necessary to maintain them in sound condition.

Good and Bad Ladles

A good ladle will be of moderate weight and a capacity which is easily manipulated. The long, substantial handle should have wooden grips for insulation and a hinged bowl-cover for completely enclosing the molten charge.

Fig. 2 illustrates good and bad examples. Diagram A is of a common form of ladle. It has a large bowl devoid of any cover or pouring spout at the side. The handle is too short and not insulated against heat. It is also not a suitable shape for comfortable gripping.

A more satisfactory and safer kind of ladle is depicted at B. The bowl is shallower and has the pouring spout "*a*" situated at one side 90° from the handle. Most of the bowl is covered by the dome-shaped cover "*b*," fitted to leave a filling opening at the front. In this case the cover is welded permanently in place for simplicity. The handle rod is of considerable length. It may be a solid rod or tube and is mounted at a small angle to give well-balanced manipulation.

A concave steel shield "*c*," cross-pinned to the handle, gives protection against molten alloy accidentally splashed from the bowl. The hand grip portion is wrapped with asbestos tape for heat insulation. This wrapped portion is long enough to afford a comfortable grip with both hands. At the tip of the handle the rod is flattened to provide side lugs to prevent the hands slipping.

Operators handling molten alloy should wear gauntlet gloves extending to the elbow, goggles, and either a close-fitting leather apron, or leg shields covering the upper parts of the feet.

All gangways to be traversed by persons carrying molten alloys should be kept clear of all other articles, such as brushes, shovels, cleaning rags, castings and dies. The clearest access should always be ensured to bale-out furnaces from which supplies are ladled, and to the machines which are being fed.

Skimming tools are also often employed for removing oxide formations on the surface of ladled molten alloy. These tools should be properly designed, with a long insulated handle, and preferably a simple sheet steel guard to protect the hand.

All such tools and equipment must be maintained in the best working condition, and all cases of damage or weakness reported at once.

Finally, mention should be made of the risks connected with the use of scrap castings, etc., which have to be re-melted. Given proper care and careful segregation when storing, no serious difficulties should arise with the use of scrap on the shop floor.

It often happens, however, that castings may have been painted or treated with a protective substance, with the result that, when heated, the castings give off masses of vapour. If the castings are immersed in molten alloy, the vapours may cause an explosion, with the same ill-effects (previously mentioned) as accrue from water laden ingots. Machine parts may be damaged, so that later there is a leakage of alloy.

All scrap castings should therefore be carefully scrutinised before they are re-melted, to ensure that they are free from such substances, other metallic parts, accumulation of water in internal pockets, and so on.

Where scrap materials are drawn from an outside firm the need for such care will be even greater, since the die-caster will rarely know all the treatments given to such parts in the original manufacturer's works.

Many other aspects of foundry practice might be mentioned, in which unsafe methods are still followed; but the examples described here, and the remedial treatments suggested, will indicate the lines on which accident prevention may be organised.

It is usually in the most simple and common operations that minor accidents most often occur, and elimination of unsafe practices in these operations offers the most fruitful field of action in most foundries.

PENSIONS FOR EXECUTIVES

Continued from page 547

be given if the tax concessions outlined above are to be obtained.

The scheme is restricted to employees, but a full-time working director is eligible provided that in a director-controlled company he does not hold more than 5 per cent of the share capital. Near relations of controlling directors or of principal shareholders are barred.

The pension must be of a reasonable amount in all the circumstances; it must not exceed two-thirds of the final salary, but the authorities may insist on a smaller sum. Not more than 25 per cent of the pension may be commuted for cash at the retirement age; the balance must be in the form of a non-commutable and non-assignable pension.

As in the case of ordinary staff pensions, the life assurance offices and the insurance brokers offering "top-hat" schemes are always ready to submit quotations and, if their plan is acceptable, handle all the necessary arrangements with the Inland Revenue. "Top-hat" schemes must come within the four corners of the Income Tax Act, 1952, and the life assurance offices as well as the Inland Revenue are anxious that the spirit as well as the letter of the relevant provisions of that Act shall be observed.

U.S. Industry "Sells" Company Policy

HIGH-PRESSURE sales techniques have been adapted by American gas companies to "sell" company policy and loyalty to employees, according to a report by the British Productivity Team which visited the United States.

On joining an American gas company, employees are given attractive brochures outlining company policy, organisation, and conditions of service, and pamphlets on employee benefits, facilities, etc. Throughout their service with the company they receive company newspapers, magazines, and specially prepared copies of company reports which are mailed to their homes free of charge. It is suggested that the adoption of similar measures in Britain where they do not at present operate would strengthen the work and enhance the success of joint consultative machinery.

Training Schemes

The attitude of American gas workers is also largely influenced by company education and training schemes which are closely integrated with recruitment and promotion policies. The primary aim of such schemes is the improvement of supervisory grades, for the view is strongly held that the successful implementation of company policy depends upon the ability of supervisors to carry it out and to "sell" it to their operatives.

The team found no evidence that American gas workers as a whole were working harder than their British counterparts. Where increased productivity occurred it was due to improved techniques rather than increased effort.

An American team which has been studying the British electricity system reports that relations between workers and management in the British Electricity Authority appear to be quite satisfactory, and demonstrate that the labour relations machinery is working well. It suggests that in view of the tight labour market in Britain the Authority should consider the more efficient use of manpower, and recommends the use of aptitude tests in employment and promotion procedures, pre-employment physical examinations and a revision of educational standards for lower-level supervisory and technical jobs. It also considers that increased safety work would be justified in the interests of lower costs and greater productivity, although they found that British plants were exceptionally well kept and showed evidence of good housekeeping.

The team recognised that only four years had elapsed since the integration programme started, and the fact that much had been accomplished was a tribute to the principals, engineers and other employees of the British Electricity Authority.

Transfer of Pensions

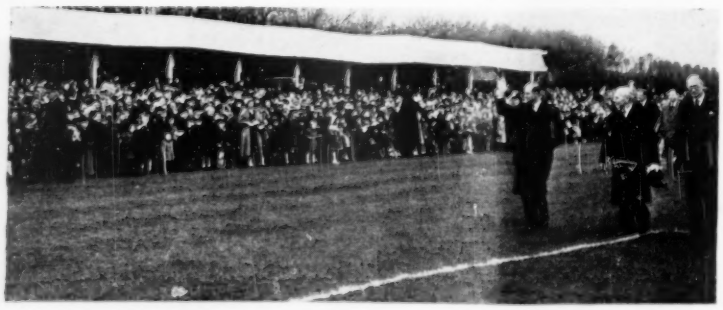
A REPORT on the interavailability of pension schemes, advocated on the grounds that it makes it easier for people to change jobs, was considered by the National Federation of Professional Workers at its annual conference last month.

It points out that the principle has already been adopted in the Civil Service and in certain nationalised industries. The Civil Service arrangement is based on the payment of a "transfer value" by the first employer to the second.

The report comments that the increase in pensions in non-manual occupations is increasing recruiting difficulties for the trade unions, because pension schemes create a sense of security in the minds of employees.

The Minister of Labour has told the Federation that several Government departments are studying the effects of pension schemes on employment. They are particularly interested in the subject from the point of view of the employment of people over forty, where the necessity of including them in a pension scheme is a bar to their engagement. When more information is available the Government will consider what practical steps can be taken.

DUKE OPENS DOCKERS' NEW STADIUM



The Royal Family's interest in industrial welfare is unfailing. Recently the Duke of Edinburgh opened the Merseyside dockers' sports stadium, which he named Edinburgh Park, at Liverpool. The stadium includes two football pitches, a cricket pitch, bowling greens, changing rooms, etc.

WAGES NEWS

BUILDERS—The National Joint Industrial Council for the Building Industry has failed to reach agreement over the claim by the unions for a wage increase of 6d. per hour, and have referred the matter to the Industrial Disputes Tribunal.

CO-OPERATIVE WORKERS—The Union of Shop, Distributive and Allied Workers has submitted a claim for a wage increase of 15s. a week for men and women over 21, with proportionate increases for juniors, on behalf of about 25,000 Co-operative retail workers.

ENGINEERS—Delegates to the annual conference of the Amalgamated Engineering Union confirmed their support of the recommendation of the Confederation of Shipbuilding and Engineering Unions that there should be a new claim for a 15 per cent wage increase for engineering workers.

POST OFFICE ENGINEERS—About 60,000 employees in the engineering, supplies and factories departments of the Post Office have received increases of 8s. a week for men, 6s. 6d. for women, and 4s. for juniors as the result of an award by the Civil Service Arbitration Tribunal.

SHOP WORKERS—The Union of Shop, Distributive and Allied Workers has announced that the union side of the eight Wages Councils covering the major part of the retail distributive and hairdressing trades has decided to submit claims for increases of 15s. a week in statutory minimum rates for men and women over 21, with proportionate increases for juveniles. About 1¼ million workers are affected.

THEATRICAL WORKERS—Increases ranging from 17s. 6d. a week for supervising technicians, to 3s. for part-time performance staff have been agreed between the Theatrical Managers' Association and the National Association of Theatrical and Kine Employees for workers in suburban London and provincial theatres.

Wages and Disputes

ABOUT 496,000 workers received wage increases amounting to £167,000 a week during March, according to the April issue of the *Ministry of Labour Gazette*.

Disputes during the month involved

40,800 workers and led to a loss of 251,000 working days. More than half this loss was the result of a strike at the Austin Motor Works, although about two-thirds of the employees idle as a result of this dispute were not parties to it. Another major dispute involved nearly 2,000 platers' helpers at Clydeside shipbuilding yards.

Unemployment Down

AT April 13, the number of people registered as unemployed was 375,800, of whom 29,600 were temporarily stopped. This was a decrease of 21,200 compared with March 16. Unemployment represented 1.8 per cent of the estimated working population, compared with 1.9 per cent in March, and 2.2 per cent in April, 1952.

Employment in manufacturing industries decreased by 8,000 during March. There were decreases of 9,000 in engineering and metal goods, and 3,000 in metal manufacture. Textiles increased by 4,000, and building and contracting by 14,000.

Farming Apprentices

PLANS for an apprenticeship scheme for farming has been announced by the National Farmers' Union, the National Union of Agricultural Workers, and the Transport and General Workers' Union, who have established an Agricultural Apprenticeship Council.

Apprenticeship is open to both boys and girls entering the industry before the age of 17¼. They will be selected by district committees of the new council and apprenticed for three years to farmers also approved by these committees.

Trainees will be paid on a special scale laid down by the Agricultural Wages Board. On satisfactory completion of apprenticeship the boy or girl will be given a certificate of proficiency. It is hoped to bring the scheme into operation by September.

Young Miners

A NEW youth policy which aims at recruiting future miners as boys under eighteen, training them, creating in them confidence and respect for management, and giving them a sense of loyalty to the industry, has been evolved by the National Coal Board.

Giving boys the right kind of work is the most important aspect of the policy. The Board wants to ensure that boys who are going to be manual workers get proper training and experience; that boys who are going to be tradesmen, supervisors, engineers or managers are encouraged and helped to develop their abilities to the full; and that boys away from home are well looked after.

The Board also wants to convince the public that coalmining offers a worthwhile career, and it intends soon to develop national apprenticeship schemes for technicians, electricians and other colliery tradesmen.

Workshop for Injured

THE first workshop to be used by British Railways for the rehabilitation of sick and injured employees has been opened at Swindon.

Its object is to reduce time lost through injury by combining physiotherapy treatment with productive work such as the manufacture of small component parts. Patients will be paid for their work according to their normal rate. There will be no piecework pay, and they will draw no sickness benefit; they will, of course, receive industrial injuries benefit. There is no obligation upon a man to undergo treatment at the workshop if he would rather stay home until he is fit to return to normal duties.

More Canteen Snacks

HIGHER canteen prices are bringing changes in workers' eating habits. This is indicated by two reports from Yorkshire, where a tendency towards substituting tea and sandwiches for the hot midday meal has been observed.

Average prices in Sheffield factory canteens went up about 3d. last year, according to a Chamber of Commerce survey. Reasons were wage rises for canteen staff, lower food subsidies and higher overheads. South Yorkshire miners are also tending to eat snacks instead of hot meals, and the North East Division of the Coal Board are converting several of their canteens into snack bars.

In Brief

The Amalgamated Engineering Union passed unanimously a resolution instructing its executive to press immediately for the introduction of a 40-hr. week without loss of pay.

* * *

University College, Cardiff, is introducing a new Diploma Course in personnel management in October, 1953. The course will cater for the older student who has already completed a degree course or who has been employed in industry and wants to specialise on the human relations side. Numbers will be limited to ten a year.

* * *

Delegates to the Electrical Trades Union Conference held last month, asked their union executive to investigate the possibilities of a superannuation scheme, the contributions for which should be met wholly or mainly by the employers.

* * *

The Transport Commission is to reopen negotiations with the three railway unions for pensions for railwaymen. Pensions for wage-earning grades have been approved in principle by the Minister of Transport; consideration will be given to the question of a similar scheme for salaried staff.

* * *

Minister of Labour has decided to abolish the Tobacco Wages Council (Great Britain). It is replaced by the N.J.C. for the Tobacco Industry. Since this committee was set up in 1948 there has been no occasion to use the machinery of the Wages Council.

* * *

Apprentices should be started on a part-time basis while still at school, suggested Councillor E. N. Hiley at a meeting last month of the Greater Birmingham Employment Committee. He also thought that employers should keep in touch with boys doing National Service and perhaps pay them a small retainer, while the Services should give boys jobs nearer to their own craft.

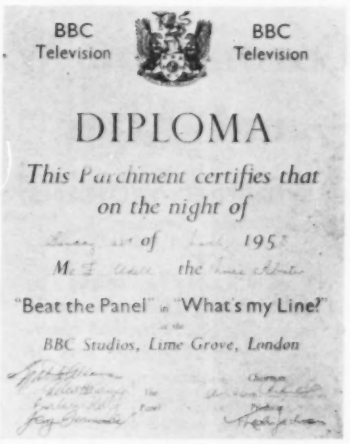
* * *

One hundred and fifty dock workers went on strike in protest against the action of a security guard who, the men claimed, had put his hand inside three dockers' pockets while conducting a search.

* * *

Court of Enquiry into the dispute between the Austin Motor Co. and the National Union of Vehicle Builders found the firm not guilty of victimisation in the dismissal of the chief shop steward, but criticised both sides for adopting "a regrettably inflexible attitude."

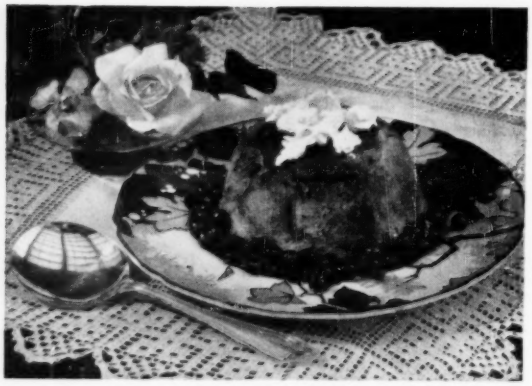
HE BEAT THE PANEL



Fred Udell, a commissionaire at a factory of T. Wall & Sons Ltd., recently beat the TV "What's My Line?" panel and won this diploma. How? Mr. Udell is also a "noise abater" (he sees that the factory noise is kept down so as not to annoy householders nearby). "Noise abater" was too much for the panel.

National Menus for Coronation Week —and After

By WINEFRED YEOMANS,
Industrial Canteen Consultant



Summer pudding, a traditional sweet from Somerset and Devon. Recipe given below.

This article might be subtitled "How to avoid monotony in industrial catering." Mrs. Yeomans lists 35 British dishes—apart from roasts and fish—which are within the scope of the canteen, and spotlights eight of them with recipes in detail.

THERE is a great, warm desire to celebrate the Coronation in every way we can; not only with bunting, flags, flowers and new frocks, but in our daily job, our homes and places of work. I believe that everywhere people will feel the urge to make others happy and comfortable, to help make this time hold a permanently happy place in the memory, as it will have in the history of our time.

Let us begin with that **cup of tea**, most eloquent and versatile of all refreshment. Say it with flowers; say it with a "cuppa." We know what it means. Let the tea be *good*, accurately brewed in a *clean* urn or teapot. Let it be served in a clean cup, pleasantly, by a bright and tidy person with presentable hands and teeth, and hair neatly dresed. And the same goes for coffee.

Now for the food. I think we should sit down and systematically plan the main dishes and features of the menus not only for Coronation week but the weeks after it. Such foresight will be an immense help to the catering and storekeeping and to the staff in general.

I think, too, that wherever possible a packed meal service should be laid on. Your people will not forget this and it would mean bringing in revenue that otherwise would be lost when folk go out sight-seeing at the expense of their usual break or meal.

Canteens furnished with deep freeze cabinets or low temperature refrigeration can get well ahead with stocking up, and so safeguard themselves against supply difficulties, late deliveries and so on. Suppliers will be on their toes to look after their customers but will need the support of good planning systems and practical common sense on the buyers' side.

Our National Dishes

We really have a large repertoire of tasty dishes, though you would hardly believe it, judging by the way some folk feed. Let us run through a few—presuming they will be well prepared, nicely cooked and neatly served:

Steak, or steak and kidney, pie or pudding; savoury bacon and onion roly; boiled salt beef, carrots and dumplings; spiced beef, Scotch style, with broth; boiled gammon or belly of pork with onions and pease pudding. Boiled leg of mutton, white onion sauce; calf's head with caper or parsley sauce; ox tongue with sharp sauce; boiled (or steamed) chicken on rice, with cream sauce and peas; Irish stew, properly made; stewed steak with rich gravy; Cornish pork pie (Squab pie).

Lancashire hot pot, topped with succulent sliced potatoes and served traditionally with pickled cabbage; a true shepherd's pie made with fresh mince, fresh-browned onions and seasoned *right;* chop toad-in-the-hole, with egg batter; pork sausage toad in real Yorkshire batter; finger of tender steak, with onions, fried potatoes, tomato and peas; mixed grill; white stew of fresh rabbit with bacon and vegetables; poached egg on smoked "haddock," carefully poached and buttered.

Salads—made with imagination, method, absolute cleanliness and plenty of colour: mixed meats—ham—egg mayonnaise—veal and ham pie—pork pie—fish mayonnaise various—vegetable and fruit platter—hors d'œuvre in variety (which any good kitchen can yield).

Now let us feature some specialities:

ENGLISH

Cornish Pasty: Good short pastry made with dripping or lard.

Filling: raw beef steak and calves' liver, finely chopped onion, carrot, turnip, potatoes (all raw and sliced). Mix all ingredients well and season.

Method: Roll out the dough pretty thinly, brush with white of egg (to make a protective film to hold in the juices). Lay in the filling but add no gravy or water as they will cook in their own juices. Seal the edges very well indeed, brushing them with white of egg. Bake at first in a hot oven while filling and pastry swell and the edges seal. Finish baking in moderate heat to "soak" contents thoroughly. Time: about one hour.

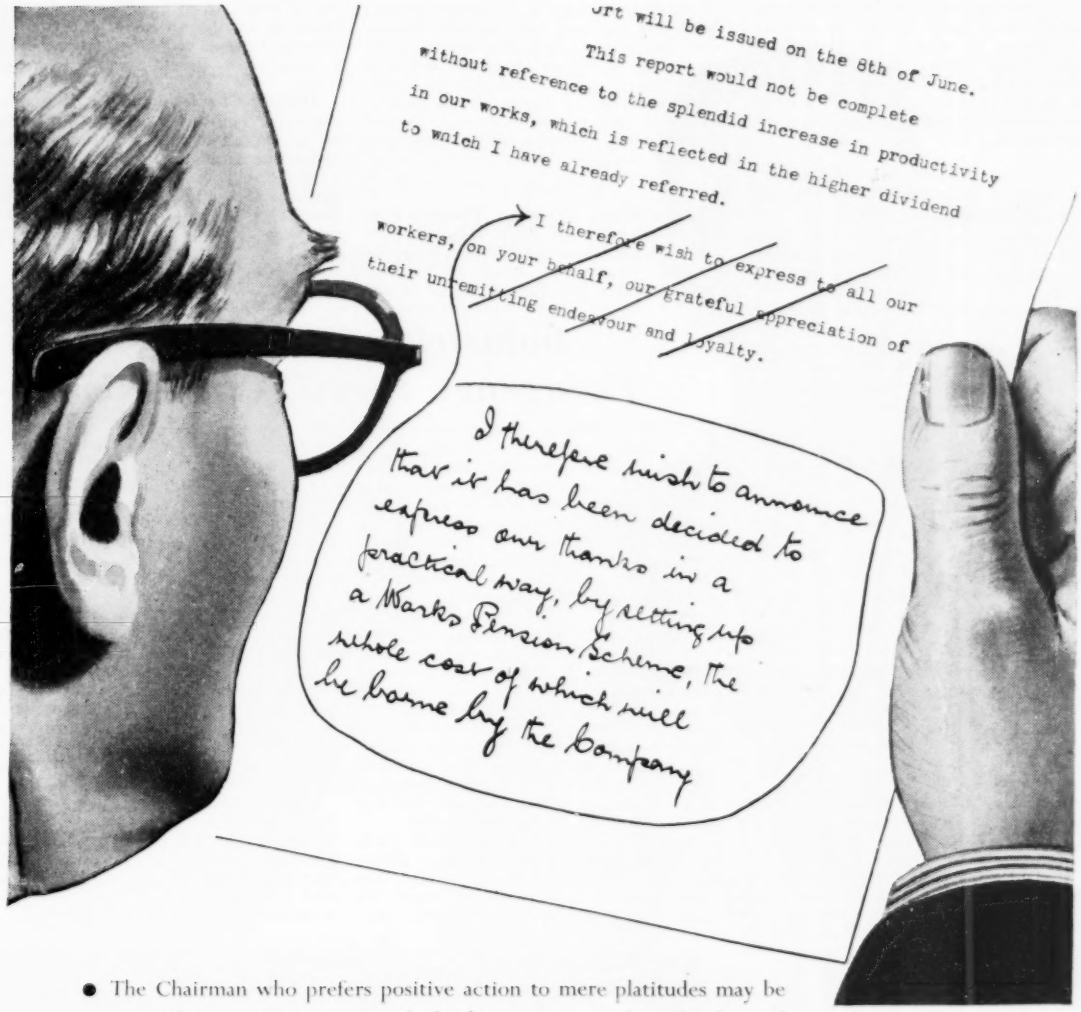
Summer Pudding: Lightly grease basins which *must* be china, fireproof glass, stainless steel or anodised aluminium or enamel, and free from scars, cracks or broken patches.

Line carefully with crustless bread cut in triangles, because these are easy to fit in closely. Put a few crumbs and bits in the base. Have your berry fruits ready stewed and hot. Pour in half way up basin. Put in more bread, pour in more fruit and press. Put in another slice of bread or some crumbs. Add more fruit, and lastly lay on top a slice to fit all over like a lid. Press this down.

The basin must be quite full and all the bread must be deeply coloured with the fruit juice. It will not swell and develop its glutinous "hold" unless the juice is hot. Lay over the top a piece of buttered paper and set a plate or saucer there. Complete your basins in this way, standing them in soup plates to catch any overflowing juice. They can be set one on top of another with a weight on the top one. Place in the cool to set. Serve next day, turned out and sugared, with good creamy custard sauce or whipped cream.

Note: Since berry fruits are not

(*Continued on page* 554.)


ort will be issued on the 8th of June.
This report would not be complete
without reference to the splendid increase in productivity
in our works, which is reflected in the higher dividend
to which I have already referred.
I therefore wish to express to all our
workers, on your behalf, our grateful appreciation of
their unremitting endeavour and loyalty.
I therefore wish to announce
that it has been decided to
express our thanks in a
practical way, by setting up
a Works Pension Scheme, the
whole cost of which will
be borne by the Company

● The Chairman who prefers positive action to mere platitudes may be certain of a permanent vote of thanks . . . spreading far beyond shareholders in general meeting.

● Complete, systematic retirement provision for all permanent employees is quite as necessary as provision for depreciation of plant, and should, in the same way, be made year by year out of current revenue.

● Expert information on Works Schemes is freely available from

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12 EASY ROW, **BIRMINGHAM**, 1 · 7 SOUTH PARADE, **LEEDS**, 1 · 39 KILDARE STREET, **DUBLIN**

cheap, the basis may be of well-coloured rhubarb cut very small, or strained dark plums or tinned blackberry and apple (very good, this), with fresh berries added. When correctly made, this sweet is a treat! The authentic fruit mixture contains raspberries with other berries.

SCOTTISH

I think I will choose **Fife Pie** with **Eve's Pudding** for "afters."

Ingredients: to one rabbit allow 1 lb. pickled pork, a little onion, nutmeg, salt, pepper and hard-boiled eggs, *for the pie.*

Wash and joint the rabbit and soak in cold water. Have it cut into neat joints and use the carcase (and "corset") for gravy stock. Cook the liver in this stock. Bring rabbit joints to the boil and simmer for 1 hour with seasoning and a few roots.

Forcemeat: Chop the livers with a few rashers of cooked bacon, mix with breadcrumbs, grated lemon rind and juice, salt, pepper, parsley, a little cayenne and bind with milk. Mould into balls.

Make a little good gravy. Place the rabbit, forcemeat balls and hard-boiled eggs (sliced or quartered) in pie dishes and pour a little gravy over. If pie is to be eaten cold, mix a suitable amount of melted gelatine in the gravy.

Top with puff pastry and stab or prick thoroughly (this is essential). Serve extra gravy if hot.

Eve's Pudding. *Filling:* Cooking apples, sugar or sugar and syrup, a little clove powder, lemon rind and juice.

Topping: Equal quantities of sugar and margarine, double that amount of self-raising flour, salt as usual, two or three eggs to the lb. of flour, milk to mix. Chop the apples. Cook peels and cores, strain off the liquor and add sugar and syrup to this. Partly cook the apples in this, which should be only enough for the purpose. Put apples in greased pie dishes.

Cream fat and sugar, add whisked egg, flour, lemon rind, and milk to mix to a dropping consistency. Spread over the fruit and smooth with the wetted palette knife. Bake in a fairly hot oven.

WELSH

Welsh "Duck": Ox liver well piped, skinned and neatly sliced and coated with seasoned flour (salt, pepper, a little sage). Plenty of onions ringed, dripping and meat essence.

Melt the dripping in deep baking dishes and lay in the onions and prepared liver. A few bits of ham or bacon improves the flavour of the dish. Mix the meat or yeast and vegetable extract in stock and pour over the liver and onions. Bake for one hour. Turn the liver and bake again enough to finish.

Serve with ringed leeks in sauce and boiled potatoes.

Welsh Rarebit: Allowing half-a-pint of strong ale to the lb. of grated cheese, heat the ale and stir in the cheese. Add butter or margarine, about ¼ lb. to the lb. of cheese, stir well and mix in mustard, pepper and salt to taste. A little flour or finely sieved potato may be included to firm and extend the mixture. Portion on to toast and grill off to serve.

IRISH

Pig's Head, Cabbage, Thump: Prepare and cook the pig's head, having some pickling spice and pot herbs in the liquor. When the head is cooked, score the skin and glaze it brown in the top of a hot oven or beneath the grill. Serve it with fresh green cabbage and creamy mashed potatoes (thump) and a nice light brown gravy from the stock.

Almond Cheesecakes (an economical version): Make a mixture the texture of a Bakewell filling with creamed margarine and sugar, ground almonds, a few fine breadcrumbs, melted margarine and egg, plus rosewater if available, and lemon rind and juice. Fill this into flaky or puff pastry shells and bake in a fairly hot oven. It may be made in eight-portion card cases or tart tins.

Industrial C.D.Os. See Emergency Feeding In Action

CIVIL Defence observers from Yardley and Co., Tate and Lyle, United Dairies and British Oil and Cake Mills were among those who watched a demonstration of emergency feeding methods organised in April by the county borough of West Ham. Purpose of the demonstration was to help those responsible for defence of factories, gas and electricity undertakings, hospitals, etc., to plan how to carry on with normal feeding arrangements after bombing attacks.

Members of West Ham school meals service staff, aided by Civil Defence volunteers, demonstrated the construction of a simple, improvised boiling plate cooker. Made from bricks, rubble and scrap metal sheeting, held together by "pug" mixed from earth and water, this type of cooker can be quickly built, after very little instruction.

Spectators saw the cooker built, with its improvised drainpipe chimney stack, and the fire lit. Such a cooker can take several pans and be used for boiling water, cooking stews, etc. Also demonstrated was a simple open cross-trench cooker on which a good meal of stew, potatoes and suet pudding was cooked and later served to visitors and demonstrators.

Equipment from a Ministry of Food transportable kitchen unit was displayed, including a Triplex field cooker and Soyer boiler.

A complete kitchen unit can provide up to 500 full meals at one cooking; the number can be increased by varying the type of meal.

The improvised brick-built type of cooker, however, plays a very important part in Civil Defence emergency feeding, as in an emergency it might not always be possible to provide kitchen unit equipment if the demand were very heavy.

Those who attended the demonstration will be provided with Civil Defence, Welfare Section (Emergency Feeding) training manuals which contain illustrated instructions for building and using emergency cookers and transportable kitchen equipment.

Putting the finishing touches to an improvised boiling plate.

Hi-Dri's a wise dry!

Hi-Dri washroom service gives a clean towel for every dry. Just take, use, destroy. All over in a second or two. No queueing, no waiting, no wasted man-hours ticking away. No laundry bills — but a clean bill of health . . . *Hi-Dri Sales Service*, too. Dispenser cabinets supplied free on loan. Personal attention: Hi-Dri representatives call on request.

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Hi-Dri

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One of the problems associated with coal-washing equipment has always been the heavy wear-and-tear caused by alternating wet and dry periods resulting in abrasive action of the coal on the rusted sides of the troughs and chutes. This problem has been successfully overcome by the use of linings of glass sheets. The "VITROLITE" installation showed no signs of deterioration after more than six years' use. The metal troughs used previously had to be renewed two or three times each year.

This is but one example of the way in which glass can bring greater efficiency and economy to industrial processes. Indeed, there is almost no end to the ways in which glass can be used. Its resistance to nearly all types of chemical corrosion, combined with hardness, make it a material of wide applicability.

Consult the Technical Sales and Service Department of Pilkington Brothers Ltd. at St. Helens, Lancs, or Selwyn House, Cleveland Row, St. James's, London, S.W.1. Telephones: St. Helens 4001; Whitehall 5672-6.

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Supplies are available through the usual trade channels.

"VITROLITE" is the registered trade mark of Pilkington Brothers Limited

BRITISH GLASS PB

I.1

New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

THESE PRODUCTS ADD TO EFFICIENCY

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph or the firm's name. We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

FROM June 19-26 the second Safety and Factory Efficiency Exhibition organised by the Birmingham and District Industrial Safety Group will be held at Bingley Hall, Birmingham. The largest of its kind in the country—and possibly in Europe, this exhibition will be the means of showing industrial employers and employees up-to-date equipment and methods which are available for protecting the man and woman at work.

Coinciding with the exhibition, a congress with the theme "Training for Safety and Health in Industry" will be held.

Hereunder are reviewed some of the aids to greater efficiency and safety which will be on show.

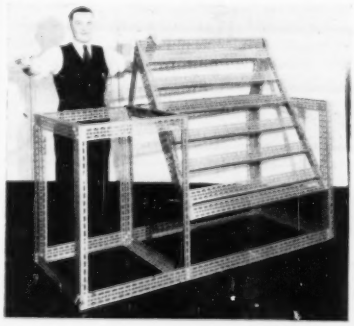
Access to High Places

THE Giraffe (illustrated) is one of the products of *William Moss and Sons Ltd.*, which will be seen at Birmingham. Besides providing maintenance staff with comfortable and secure access to any high place, the Giraffe is said to be able to carry four men at any height or radius. Operation is at ground level by a hydraulic pump

coupled to a single stage ram. The operator simply pumps the platform to the required working height by manual reciprocation of the pump lever. To lower, the operator turns the release control adjacent to the pump. Designed with a view to safety, the model has a hinged tubular "backbone" and hydraulic ram acting as a strut immediately under the platform. A mechanical lock prevents descent unless lock release control is operated. Guard rails and toe boards ensure safety at all levels, and twin jacks prevent movement of frame when in use.

For Quick Assembly

THE exhibits of *Fisher and Ludlow Ltd.*, will principally feature the Flowstrut system of construction with



slotted angle members. This equipment is designed to improve factory efficiency by permitting the quick and simple building-up of workbenches, trollies, etc.

Health Protection

ON the stand of *Southon Laboratories* will be seen many of their specialised products. These include: Esoban universal barrier cream for the prevention of dermatitis, said to give protection against alkalis, acids, oils, spirits, dyes, synthetic resins, glues, etc. Esobactulin capsules—a simple five-day course for immunisation from the common cold, and the complete range of Ados atmospheric disinfectants and insecticides for use in factories, canteens and offices.

Hygiene in the Factory

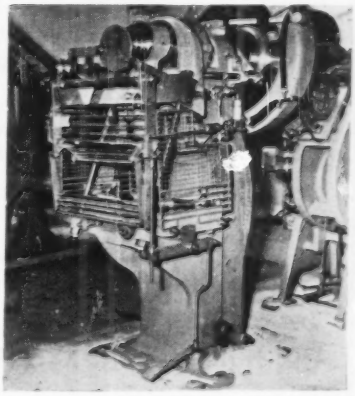
THE main feature on the stand of *Hygiene Products (Great Britain) Ltd.*, will be their "Hi-Dri" paper towels. Marketed in two types—an industrial roll, which is more suitable for factories and works, and individual towels which are suitable for works' surgeries, offices and the like—these are only used once and then are thrown away. The service provides dispensing cabinets free on loan.

Safeguarding the Skin

HAVING many uses, the main one being as a hand cleanser, a liquid solvent cleanser, Saroul, will be exhibited by *Sandeman Brothers Ltd.* It is said to be emulsified in water, and is applied by rubbing into the dry skin and then washing off with water. Saroul is designed to remove ingrained deposits of oil, grease, paint, tar and general dirt. It will not remove cellulose and some synthetic paints, ink, or powerful dyestuffs. The ingredients of this cleanser—which include medicinal paraffin oil, antiseptic agents and a high proportion of sulphonated castor oil—have all been approved by the Medical Research Council.

Latest Press Guards

THE guard and press illustrated, were supplied for the toolsetters' safety course at Birmingham University by the *Highwood Engineering Co. Ltd.*, who will be showing this and other



types of guards including: an interlocking guard incorporating the latest type of air sequential operation erected on a Taylor and Challen 1290 Press;

TOWELS ON HIRE

(REALLY CLEAN)

For Offices and Works

All Types—for All Purposes

TURKISH TOWELS — STILL THE — "BEST DRY"

★ Towels that are really clean

★ The same person is assured of the same towel

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★ Service with the "Personal Touch"

★ Roller, hand, tea, and guest towels, also dusters

★ WE ALSO OFFER A WEEKLY SERVICE IN OUR LAUNDRY WORK FOR CANTEENS, WORKS, ETC., SUCH AS OVERALLS, TABLE LINEN, ETC.

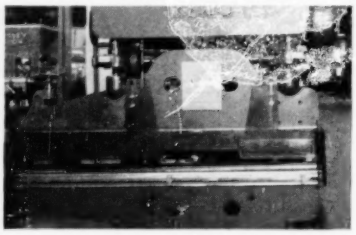
THE HURST LAUNDRY (1930) LTD., ASHTON-u-LYNE

Phone : ASH 1162

and a vertical screen electrically interlocked guard fitted to a Finney hydraulic moulding press, the unit being complete in itself.

Automatic Guards

THE press brake guard illustrated will be shown by *Industrial Guarding Equipment Ltd.* This fully



interlocking yet automatic guard incorporates a clutch non-repeat device, if the machine is not fitted with one. It comprises 10-gauge guided sheet metal screen across the full width of the beam and a 10-gauge general purpose valance, slotted for vision, and detachable in sections.

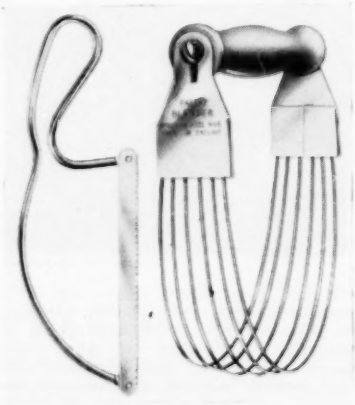
The clutch is locked inoperative until completion of initial movement of the foot pedal, which lowers the screen and locks it approximately ¼ in. above the component. Further pedal movement then engages the clutch and provides complete and sensitive beam control until bottom of stroke.

End of preview

CANTEEN

Blender and Cutter

FOR the small canteen, these two kitchen gadgets will be of interest. That on the left of the picture is a miniature saw for sawing bones for soup, and cutting up rabbits, joints, frozen meat, hams, red cabbage, etc. The other is a pastry blender of stainless steel wires. It keeps the dough



cold—which is essential for perfect pastry making—and will also mince hard-boiled eggs, crush berries, fruit, etc., and cream sugar and butter.

(PM/630.)

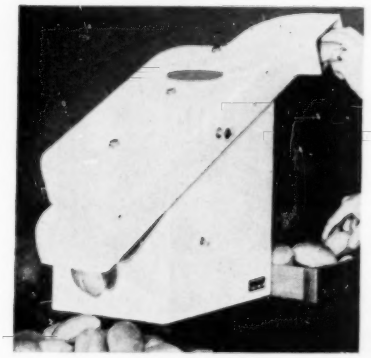
Electric Roll Cutter

THIS electric roll cutter is designed to cut more than sixty rolls, round or oblong, in one minute, leaving them ready for filling and with a ¼-in. or so of hinge left to ensure handling. The cutter can be adjusted to vary the depth of cut and to accommodate rolls of different sizes.

All moving parts are enclosed and safety during cleaning, or if the top is accidentally removed, is ensured by a cut-out device which prevents the cutter revolving.

Powered by a universal self-lubricating motor, operating at 230/250 volts A.C. or D.C., the cutter can be plugged in anywhere. The overall dimensions are 29 in. by 12 in. by 22 in. high, with a stoved cream enamel finish.

(PM/631.)



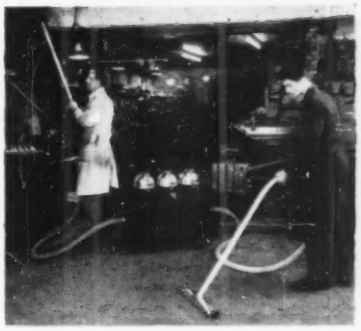
BETTER HOUSEKEEPING

Factory Cleaner

THE picture (r.) shows a three unit vacuum cleaner in use in a light engineering factory. This make of cleaner is available in single, double or triple unit models according to the extent and type of work to be done.

The basic single unit has a metal dirt container available in sizes varying from 12 in. to 17 in. and provided with a connection for either 1¼ in. or 1½ in. accessories. Suction is created by a two-stage, motor-driven turbine equipped with a partially self-cleaning filter and the air-cooled motor also has a filter. The whole power unit is detachable. The filtered air outlet also forms a connection for blowing tools when required. The detachable trolley, plus light weight, enable the machine to be taken to the job without difficulty.

Accessories include length of reinforced rubber hose, angle pieces, extension tubes, brushes, crevice nozzles, blowing attachment, etc. The cleaner is suitable for use on a great variety of jobs, e.g., removing sawdust from machinery, dustless cleaning in a food factory, extracting dirt and dust from coach interiors and so on. **(PM/632.)**



SAFETY

Fire-resisting Board

IT is claimed for a new insulating board that, in addition to being fire-resistant, it will keep the factory or office warm in winter and cool in summer.

Of its fire-resisting qualities there is no doubt. In a test witnessed by

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Advertise in the classified columns of the DAILY HERALD. Employers all over the country use this medium for finding ***skilled*** replacements for every trade and craft. They know that of its 5,400,000 readers MORE THAN HALF are in skilled occupations. The following are typical DAILY HERALD reader groups:

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Distributive Trades	**250,000**

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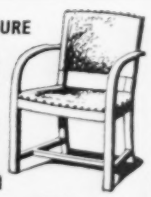
CAFE & HOTEL FURNITURE



Well constructed modern design **Tub Chair** with stuffover seat, seat and back covered in various shades of leather-cloth, with Light Oak or Walnut colour frames ... **106/8**
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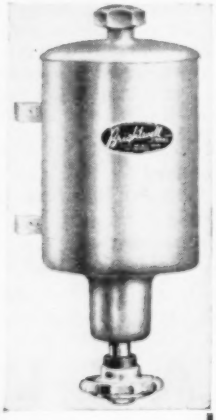

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this reporter, a blow-lamp flame of 900°-1,000° C. was played on a 1 ft. sq. sample piece of the board for about 35 minutes. During this period there was no spread of flame and at the end of the test the board was quite cool and easy to handle at the edges. The only evidence of the great heat that had been applied was a small dark patch on the reverse side of the sample (due to the smoke from the cane fibres becoming carbonised because of the intense heat). There was no smoke at all.

This board can be used for wall, roof and ceiling linings, and for partitions where it will provide a resistance to heat loss equal to a brick wall 11½ in. thick. It consists of cane fibre insulation sheathed with an asbestos compound. It may be easily cut and handled, is light in weight and reflects the light pleasantly, though it can be decorated if desired. It eliminates all the disadvantages of wet construction.
(PM/633.)

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The chair is finished in chromium and the seats and back-rest are upholstered in a wide range of colours. The sides of the locker—another added facility—are also finished in polychromatic colours. The locker can be used to stow away handbags, shoes, etc.

Folded flat in a few seconds, this chair can be moved from one part of the factory to another or stored away quite easily owing to its light weight.
(PM/634.)

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 530 (S.47). The Fire Services (Appointments and Promotions) (Scotland) Regulations, 1953. Dated March 19, 1953, made by Principal Secretary of State for Scotland under Sub-section (1), Section 18, Fire Services Act, 1947(a). *H.M.S.O.* 4*d*. (Provide for any person with previous full-time fire service to be exempted from the age and educational qualifications when seeking re-appointment; provide for a written examination in place of oral and practical tests in certain subjects. Operative from April 1, 1953.)

No. 535. The Fire Services (Ranks and Conditions of Service) Regulations, 1953. Dated March 25, 1953, made by Principal Secretary of State for Home Affairs under Sub-section (1), Section 17, Fire Services Act, 1947(a). *H.M.S.O.* 3*d*. (Amend the 1948 Regulations and provide pay increases for brigade members. Operative from March 27, 1953.)

No. 547 (S.50). The Fire Services (Conditions of Service) (Scotland) Regulations, 1953. Dated March 26, 1953, made by Principal Secretary of State for Scotland under Sub-section (1), Section 17, Fire Services Act, 1947(a). *H.M.S.O.* 3*d*. (Provide for pay increases for brigade members below the rank of Assistant Firemaster. Operative from March 27, 1953.)

No. 581. The Lace Finishing Wages Council (Great Britain) Wages Regulation Order 1953. Dated March 31 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act 1945(a). *H.M.S.O.* 6*d*. (Revokes Order L.(24) and fixes new statutory minimum remuneration payable. Operative from April 17, 1953.)

No. 599. The Wages Regulation (Licensed Residential Establishment and Licensed Restaurant) (Amendment) Order, 1953. Dated April 1, 1953, made by Minister of Labour and National Service under Section 18 Catering Wages Act, 1943(a). *H.M.S.O.* 4*d*. (Revokes Order L.R.(14) and fixes new statutory remuneration payable to certain workers. Operative from April 27 1953.)

No. 669. The National Insurance (Industrial Injuries) (Prescribed Diseases) Amendment Regulations, 1953. Dated April 16, 1953, made by Minister of National Insurance under Sections 55, 56, 57 and 86, National Insurance (Industrial Injuries) Act, 1946(a). *H.M.S.O.* 3*d*. (Extend insurance against pneumoconiosis to workers employed in boiler scaling. Operative from April 22 1953.)

No 674. The Button Manufacturing Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated April 16, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Amends Order V.(47) by increasing statutory minimum remuneration payable. Operative from May 1, 1953.)

No. 683. The Dressmaking and Women's Light Clothing Wages Council (Scotland) Wages Regulation (Amendment) Order, 1953. Dated April 21, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Amends Order W.D.S.(52) by (a) increasing statutory minimum remuneration, and (b) by altering the definition of a learner. Operative from May 6, 1953.)

No. 704. The Fustian Cutting Wages Council (Great Britain) Wages Regulation Order, 1953. Dated April 23, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act 1945(a). *H.M.S.O.* 3*d*. (Revokes Order F.C.(26) and fixes new statutory minimum remuneration payable. Operative from May 8, 1953.)

No. 732. The Police Regulations, 1953. Dated April 27, 1953, made by Secretary of State for Home Affairs under Section 4, Police Act, 1919(a). *H.M.S.O.* 2*d*. (Alter the definition of "rates" for purposes of determining rent allowances. Also increase amounts paid by way of subsistence, refreshment and lodging allowances. Operative from May 1, 1953.)

No. 756. The National Insurance (Overlapping Benefits) Amendment Regulations, 1953. Dated April 29, 1953, made by National Insurance Joint Authority in conjunction with the Treasury under Section 30, National Insurance Act, 1946(b). *H.M.S.O.* 2*d*. (Revoke provisions of the 1948 Regulations which allowed for adjusting sickness benefit payable to certain persons who are or have been entitled to workmen's compensation. Operative from May 7, 1953.)

No. 761. The Boot and Floor Polish Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated April 30, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Amends Order B.P.(37) by increasing statutory minimum remuneration payable. Operative from May 15, 1953.)

GENERAL

Accidents: How They Happen and How to Prevent Them. Issued by the Ministry of Labour and National Service, Factory Department. Vol. 15. April, 1953. *H.M.S.O.* 1*s*.

Choice of Career. (New Series No. 39.). The Coal Mining Industry. Issued by Central Youth Employment Executive. *H.M.S.O.* 1*s*. 3*d*.

INDUSTRIAL COURT AWARDS

No. 2438. Government Industrial Establishments. Reference: Dispute concerning application of merit range as awarded under Industrial Court Award No. 2283. Award: The Court ruled that the current merit range of 35s. per week be restored to 50s. a week. (17/3/53.)

No. 2439. Government Industrial Establishments. Reference: Claim for pay increases for map and chart engravers employed by the Admiralty. Award: That current merit range of 35s. per week be increased to 50s. (17/3/53.)

No. 2440. Distributive Trades. Reference: Claim for wage increase for certain grocery workers in accordance with provisions of agreement of the Joint Committee for the Retail Multiple Grocery and Provisions Trade in England and Wales effective as from January 5, 1953. Award: In favour of claim. (23/3/53.)

No. 2441. Woodware Manufacturer. Reference: Claim for wage increase of 3d. per hour. Award: Increase of 2d. per hour. (2/4/53.)

No. 2442. Government Industrial Establishments. Reference: Claim for pay increases for lithographic machine minders, transferrers and metal printers employed by the Admiralty. Award: That the current merit range of 40s. per week be increased to 50s. (20/4/53.)

No. 2443. Road Haulage. Reference: Dispute concerning rates of wages payable to road haulage workers employed by a firm of fruit and potato merchants in Liverpool. Award: The Tribunal found that remuneration paid to drivers and other road haulage workers employed by the firm in connection with "C" licensed vehicles was unfair as regards hourly rates of wages, hours of labour and payment of overtime, and they accordingly fixed statutory rates payable, such rates to operate for a period of three years. (20/4/53.)

No. 2444. Pottery Industry. Reference: Consideration of proposals made by the British Pottery Manufacturers' Federation and the National Society of Pottery Workers for alterations in wages and conditions of work contained in the Pottery Industry Wages Structure. Award: The Court awarded as follows: (a) Schedule 16 of the Wages Structure to be amended as follows: adult males, 4d. per hour; adult females, 2d. per hour; juveniles, 1½d. per hour. (b) On and after March 25, 1953, neither side has any claim to make any claim to alter any sums payable under Clause I of the 1952 Settlement, except after customary notice in accordance with paragraph 1 of Schedule 12 of the Wages Structure. (c) In para. 3(b), Schedule 9, after "basic hourly rate" in line 2, shall be inserted "plus current cost of living bonus." (d) The following new clause, 3(e), shall be added to Schedule 9—"Operatives who by arrangement are required to work on a statutory holiday shall forfeit their right to holiday pay if they do not perform full-time work on such holiday." (23/4/53.)

No. 2445. Needle, Fish Hook and Fishing Tackle Industry. Reference: Claim for wage increase. Award: The standard wage to be increased from 30.272d. per hour to 31.772d. (23/4/53.)

No. 2446. Saw Mill Industry. Reference: Interpretation of Award No. 2373. Award: The Court ruled that its Award gave the workmen concerned the right to a second week's holiday to be taken as a complete week at any time during the calendar year, or in odd days, as mutually agreed with the employer. (29/4/53.)

No. 2447. Iron and Steel Trades. Reference: Claim for pay increase of 2d. per hour for labourers. Award: Claim not established. (29/4/53.)

INDUSTRIAL DISPUTES TRIBUNAL

AWARDS

No. 314. Remuneration of Certain Workers Employed by a Firm at Shoreham Airport, Sussex. Claim: That company should apply terms of the engineering agreement of November, 1951, from the operative date thereof. Award: In favour of claim. (10/2/53.)

No. 315. Remuneration of Draughtsmen in the Engineering Industry. Claim: For specific salary increases for adult draughtsmen with corresponding rates for female tracers. Award: Salaries of draughtsmen to be increased by 7s. 6d. per week at 21 and 22 years of age; by 9s. at 23 and 24; by 10s. at 25 or over; salaries of female tracers at 19 and over to be increased by 6s. 6d. per week. (10/2/53.)

No. 316. Remuneration of Musicians Employed by Certain Theatrical Proprietors in the London Area. Claim: For revision of weekly bonus in accordance with terms of agreement between the Musicians' Union, London Branch, and the Theatrical Managers' Association. Award: An inclusive bonus of £2 2s. 6d. a week to be paid in addition to present minimum basic rates. This bonus not to be taken into account when calculating matinée payments, rehearsals, etc. Musicians paid above the basic minimum shall receive such proportion of the bonus as to ensure that they receive not less than the minimum basic rate increased by £2 2s. 6d. The full amount of the bonus is only payable in respect of a full working week. (13/2/53.)

No. 317. Question as to the Observance of Specified Holidays with Pay Schemes by a Firm of Civil Engineers in Scotland. Claim: That company should observe the Building and Civil Engineering Contracting Industries holidays with pay schemes as laid down in certain specified agreements. Award: In favour of claim. (16/2/53.)

No. 318. Remuneration of Musicians Employed at Certain Theatres in the Provinces and in Scotland. Claim: For increased bonus of £2 2s. 6d. a week in place of existing bonus of £1 a week. Award: In favour of claim. (20/2/53.)

No. 319. Rates of Wages and Payment for Overtime for Workers in the Hosiery and Knitwear Industry in Scotland (Except Hawick). Claim: For increase in wages and overtime rates. Award: (a) Wage rates for adult female time-workers to be increased by 6s. to a minimum of 76s. a week, with proportionate increases for juniors. (b) Female pieceworkers to receive a flat addition of 6s. a week. (c) Piecework basis time rate for adult females to be increased to 86s. a week. (d) Rates of all adult male workers to be increased by 6s. a week to a minimum of 116s., with proportionate increases for juniors. (e) Overtime rates payable to

(*Continued on page* 564.)

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Summary

Continued from page 562

pieceworkers to be 6d. per hour for the first two hours, and 9d. per hour thereafter. (25/2/53.)

No. 320. Rates of Wages of Engineering Apprentices Employed in the Textile Bleaching, Dyeing and Finishing Industry. Claim: That engineering apprentices should receive at least the same wage as that agreed for apprentices in the engineering industry. Award: Provided the employers' offer of increases made in May, 1952, was implemented, the Tribunal found the claim not established. (25/2/53.)

No. 321. Claim for Payment of Accrued Holiday Credits to a Worker Formerly Employed by a Clothing Manufacturing Firm in London. Claim: For payment of holiday credits at termination of employment. Award: Claim not established. (2/3/53.)

No. 322. Basic Rate of Certain Workers Employed by an Engineering Company at Ashton-under-Lyne. Claim: That increased basic rate be applied to workers employed on complete manufacture of fabricated components. Award: Claim not established. (2/3/53.)

No. 323. Remuneration of Certain Metal Dressers Employed by an Enginering Firm in Lancashire. Claim: That wheelabrators should receive an increase of 5s. or 7s. a week following the Tribunal's Award No. 113. Award: In favour of claim. (4/3/53.)

No. 324. Terms and Conditions of Employment of Certain Workers Employed in the Film Producing Industry. Claim: Dispute concerning rates and conditions of workers employed on the production of films for sponsored television. Award: The Tribunal found that the rates and conditions applicable were those provided in the agreement between the Association of Specialised Film Producers and the Association of Cinematograph and Allied Technicians dated May 22, 1946, as amended. (9/3/53.)

No. 325. Rates of Wages of Workers Employed in the Retail Saddlery and Leather Goods Trade. Claim: For wage increase in accordance with terms of agreement made with the Made-up Goods section under the National Joint Wages Board for the Leather Goods and Allied Trades. Award: Increase of 1d. per hour to adult male and female workers, with proportionate increases for juniors. (11/3/53.)

No. 326. Terms and Conditions of Employment of Certain Workers Employed by the County Council of Essex Staff Refreshment Club. Claim: For observance of terms of agreement of National Joint Council for Local Authorities' Services (Manual Workers) covering Civic Restaurant employees. Award: Claim not established. (11/3/53.)

No. 327. Rates of Wages and Conditions of Employment of Certain Workers Employed at a Mental Hospital in Sussex. Claim: That manual and domestic staff should receive rates and conditions provided by the Ancillary Staffs Council of the Whitley Councils for the Health Services (Great Britain). Award: The Tribunal found that the employers were observing this agreement, and therefore found the claim not established. (13/3/53.)

No. 328. Claim That Workers Employed by an Aircraft Firm at Their Works at Langar, Nottinghamshire, Should Continue to be Paid for Time Lost Owing to Late Arrival of Transport. Claim: For payment for lost time in accordance with provision of N.A.T. Award No. 755, dated September 25, 1945. Award: Claim not established. (16/3/53.)

No. 329. Terms and Conditions of Employment of Workers Employed in the Repair and Maintenance of Pianofortes by a Firm at Hull. Claim: That employers should observe terms and conditions of employment agreed by the British Pianoforte Joint Industrial Council. Award: In favour of claim. (15/3/53.)

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No. 330. Rates of Wages in the Pitwood Industry in Scotland. Claim: For increase of 3d. per hour in wage rates. Award: Increase of 1½d. per hour for men, with proportionate increases for women and juniors. (29/3/53.)

No. 331. Remuneration of Certain Workers Employed by a Cutlery Equipment Firm at Edinburgh. Claim: For wage increase of 7s. 4d. a week in accordance with terms of engineering agreement dated November 7, 1952. Award: The Tribunal found against the claim as stated but granted an increase of 2d. per hour. (23/3/53.)

No. 332. Grading of a Certain Officer Employed by the Sheffield Regional Hospital Board. Claim: That clerical worker employed at the Special Treatment Centre be graded "C" in accordance with A.C. Circular No. 17, issued by the Administrative and Clerical Staffs Council of the Whitley Councils for the Health Services (Great Britain). Award: Claim not established. (23/3/53.)

No. 333. Remuneration of Skilled Maintenance Mechanics Employed by a Bakery Firm in London. Claim: That skilled maintenance mechanics receive not less than 4s. an hour with appropriate additions for shift work and responsibility. Award: Minimum rate after one month's service to be 3s. 5d. per hour; shift workers to receive additional payment of 25 per cent to the minimum rate, plus responsibility allowance of 5s. per week. (24/3/53.)

No. 334. Remuneration of Musicians Employed at Theatres in the West End of London. Claim: For increase in bonus of 22s. 6d. per week. Award: In favour of claim. (26/3/53.)

No. 335. Claim for the Observance of Recognised Terms and Conditions of Employment by a Firm of Builders and Contractors at Cockermouth, Cumberland. Claim: That employers failed to observe recognised terms and conditions of employment in the building industry in regard to termination of a certain worker's employment. Award: Claim not established. (27/3/53.)

No. 336. Observance of Recognised Terms and Conditions of Employment in Respect of Certain of their Chief Officers by the Ennerdale Rural District Council. Claim: For observance by employers of recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities dated September, 1950. Award: In favour of claim. (30/3/53.)

No. 337. Rates of Wages in the Narrow Fabrics Industry. Claim: For increase of 2½d. per hour for adult workers, with proportionate increases for juniors and increase of 2½d. per hour on all piecework group average rates. Award: Increase of 2d. per hour to men, 1½d. to women, with proportionate increases for juniors; present piecework group average rates to be increased by 2d. per hour for men and 1½d. for women. (31/3/53.)

No. 338. Payment to School Caretakers in the West Midlands Area for Time Spent on Stoking Boilers on Sunday. Claim: Dispute concerning rate to be paid for stoking boilers on Sundays. Award: Overtime to be paid at 5s. per hour, with a minimum payment of 5s. for any period of less than one hour. (2/4/53.)

No. 339. Rates of Wages of Workers Employed in the Textile Industry in the West of Scotland and at Carlisle. Claim: Increase of 15 per cent on all scheduled rates. Award: Increase of 5 per cent on existing rates. (10/4/53.)

No. 340. Claim for Payment of a Specified Allowance in Respect of Two Mortuary Attendants at a Hospital at Birmingham. Claim: For extra payment for assisting at post mortems. Award: Claim not established. (10/4/53.)

No. 341. Terms and Conditions of Employment of Workers Employed by an Engineering Firm in London. Claim: For observance by employers of terms and conditions of specified engineering agreements. Award: In favour of claim. (13/4/53.)

No. 342. Remuneration of Certain Workers Employed by a Firm of Travelling Trunk Manufacturers at Leicester. Claim: For wage increase of 2d. per hour. Award: Claim not established. (16/4/53.)

No. 343. Wage Rates of County Council Roadmen in England and Wales. Claim: For wage increase. Award: Increase of 5s. 6d. a week. (17/4/53.)

No. 344. Victualling of Fishing Vessels Operating from the Port of Aberdeen. Claim: That victualling of fishing vessels should become responsibility of the employers. Award: That the employers should be responsible for victualling the vessels and that present basic rates of pay be reduced by 3s. a day. (21/4/53.)

No. 345. Remuneration of Scientific and Technical Staff Workers in the Engineering Industry. Claim: For substantial increase in salaries of scientific and technical workers. Award: Salaries of scientific and technical staff who come within the scope of the "Procedure Agreement" between the Federation and the Association to be increased for men by 7s. 6d. a week for those aged 21 and 22, by 9s. for those 23 and 24, and by 10s. for those 25 and over; rates for women aged 21 and over to be increased by 6s. 6d. a week. (22/4/53.)

No. 346. Termination of Employment of a Worker Employed by a Firm of Building Contractors in London. Claim: For wages in lieu of notice. Award: Claim not established. (23/4/53.)

No. 347. Remuneration of Domestic and Similar Grades of Staff Employed in Hospitals and Allied Institutions in the London Area. Claim: That London weighting should be increased to 12s. a week. Award: Claim not established. (24/3/53.)

No. 348. Working Week of Domestic and Similar Grades of Staff Employed in Hospitals and Allied Institutions Throughout Great Britain. Claim: For a 44-hour week without loss of pay. Award: Claim not established. (27/4/53.)

Management Diary for June

BRITISH ASSOCIATION FOR COMMERCIAL AND INDUSTRIAL EDUCATION

June

12-15 **Horsham,** Roffey Park. Communication Training. (Refresher course for instructors.)

16-18 **London,** Management House, 8 Hill Street, W.1. "Running a Meeting." (Senior management course.)

22-26 **London,** Management House, 8 Hill Street, W.1. "Running a Meeting." (Instructors' course.)

BURTON MANOR

3-6 **Burton in Wirral.** "Education and Productivity." (Conference for education officers in industry.)

7-19 **Burton in Wirral.** "Supervisory Management."

21-28 **Burton in Wirral.** "Safety in the Electrical Industry."

INDUSTRIAL WELFARE SOCIETY

5-8 **Cliftonville.** Conference for Foremen and Forewomen.

15-26 **London,** 48 Bryanston Square, W.1. "Human Relations in Industry." (Conference for overseas executives.)

INSTITUTE OF INDUSTRIAL SUPERVISORS

12-14 **Ilminster,** Dillington House. "The Practice of Supervisory Management."

INSTITUTE OF PERSONNEL MANAGEMENT

7-12 **London,** Coburg Hotel, Bayswater Road, W.2. "Staff Management."

30-July 3 **Cambridge,** St. Catherine's College. Overseas Conference.

INSTITUTION OF PRODUCTION ENGINEERS

25-28 **Harrogate.** "Production for Plenty" (Biennial Conference.)

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

4-5 **London.** Conference for production executives.

8-12 **London.** Course in Selection Methods.

15-19 **Ipswich,** Belstead House. Course for Supervisors.

22-26 **London.** Course for Managers. (II.)

29-July 3 **London.** Course in Training Methods.

PENDLEY MANOR

15-20 **Tring.** Foremen's Course.

29-July 4 **Tring.** Foremen's Course.

URCHFONT MANOR

22-July 2 **Devizes.** "The Human Factor in Industry." (Course for supervisors and shop stewards.)

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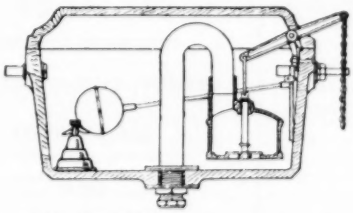

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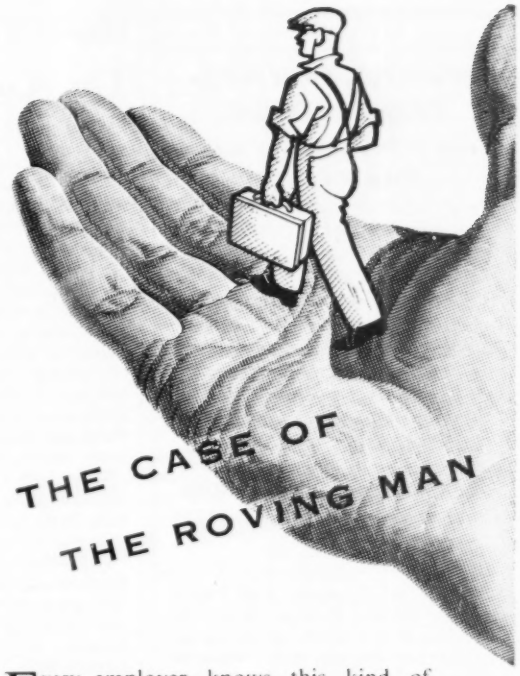

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How Twenty Firms Are Celebrating The Coronation

Continued from page 543

Coronation organising committee, and they are also holding a children's sports day and gala on June 27.

Workers of **Armstrong's Patents Co. Ltd.**, Beverley (Yorks.), will celebrate the big day at a dance.

About 250 employees of **G. Waddington & Son Ltd.**, Hull, with their husbands or wives and children will travel to Scarborough on June 20 on an outing which will include lunch and tea. The seaside has also been chosen as the Coronation venue by **Arbroath Steam Laundry**, of Gallowden, Arbroath. This firm is taking all its staff (and the spouses of the married ones) to St. Andrews, where they will partake of a Coronation dinner.

June 13 is the gala day of **Aveling Barford Ltd.**, Grantham. There will be sports, a baby show, displays (one humorous) by the works fire brigade, a high diving act, exhibition basket ball, open air dancing and a bonfire and firework display to round things off. **H. W. Nevill Ltd.**, London, W.3, held a sports day on May 24—a Sunday, so that baking and sales staffs could be free on the same day. There were competitions between the nine bakeries in the group, and the Dagenham Girl Pipers played during the interval.

The recreation club of the **Carron Company**, Falkirk, is staging a sports event and the football team will be competing in a Coronation cup competition. In the local procession, Carron Company lorries depicting episodes in the company's history will be taking part.

Old Folks' Treat

Recent arrivals in the new town of Crawley, the **A.P.V. Co. Ltd.**, is joining in the combined celebrations of the trading estate there. The works manager is vice-chairman of the Coronation committee, and the social club is entertaining the old folk of the district in its clubhouse. On the evening of the day, the club is holding a dance.

A number of the workers at the Stone (Staffs.) factory of **Quickfit & Quartz Ltd.**, are among the 157 members of the 21 Club of the **Triplex Safety Glass Co. Ltd.**, the parent company, who have received a personal invitation from the directors to view (with wives or husbands) the procession from the firm's head office in Piccadilly, W. The club consists of employees and directors with 21 or more years' service.

Ford Motor Co. Ltd. is contributing substantially to the celebrations being organised by Dagenham Borough Council. The main contribution will take the form of a gigantic fire-work display in Central Park, Dagenham on the evening of June 6. Prizes will be distributed through neighbouring local authorities, and parcels will be sent to all employees who are in hospital or serving with H.M. Forces.

The social club of the **Steel Company of Wales** is putting up marquees in which employees will be able to watch the Coronation on TV. There will also be a fun fair in the afternoon, sports, a concert party and a boxing display. In the evening, a TV film of the Coronation will be shown, and there will be floodlit dancing and a comic rugby match to wind up the proceedings.

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Continued from page 542

Two operatives are responsible for keeping the magazines fed with cartons and bags, two others are employed in packing the filled and sealed cartons into Fiberite containers, while a fifth acts as relief and assistant.

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In the packaging section at the company's factory at Barnard Castle (Co. Durham), increased output is due to more mechanisation and faster machines, planed layout to ensure the maintenance of a steady flow of work and packing materials and adequate provisions of reserve sterilised machine parts ready for installation as machines in operation fall due for stripping down. Operators on repetitive work are given relief by periodical transfer to different operations, and this system has been found to be efficiency-promoting.

Additional efficiency has been achieved by production study, and members of the staff have been sent to training schools for technical courses.

Co-operation of the staff in accepting all these new or improved processes has been won by "keeping them in the picture." At the monthly meetings of the joint advisory committee the company chairman, who is also chairman of the committee, explains policy to the staff representatives, who can thus take an accurate story back to the shop floor.

Further, the management are conscious of the contribution that the staff can make to improving the the business. A suggestions scheme, organised by the production and working efficiency section of the joint advisory committee, is encouraged. A short time ago one of the highest awards (£100) made under the scheme went to an employee in the penicillin extraction department at Ulverston, Lancashire. Other suggestions come in frequently from the company's other antibiotics plant at Barnard Castle—and recently an award of £50 was made to an employee for a suggestion which led to new methods being adopted in the manufacture of vitamin B_{12}. These are two outstanding examples of how employees can give material aid to industry and indirectly help in securing their own future.

The success of this simple but enlightened technique of industrial relations can best be illustrated by another quotation from Sir Harry Jephcott's review:

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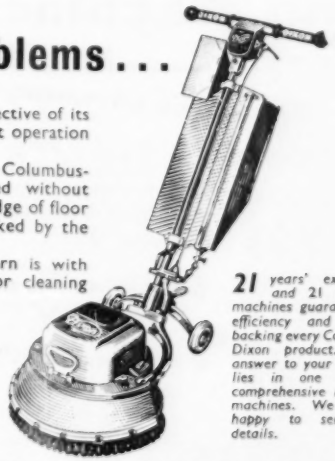

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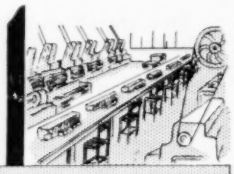

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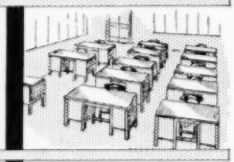

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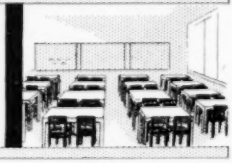

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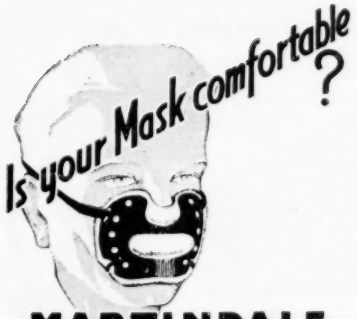

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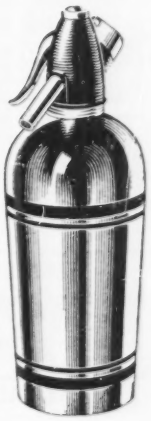

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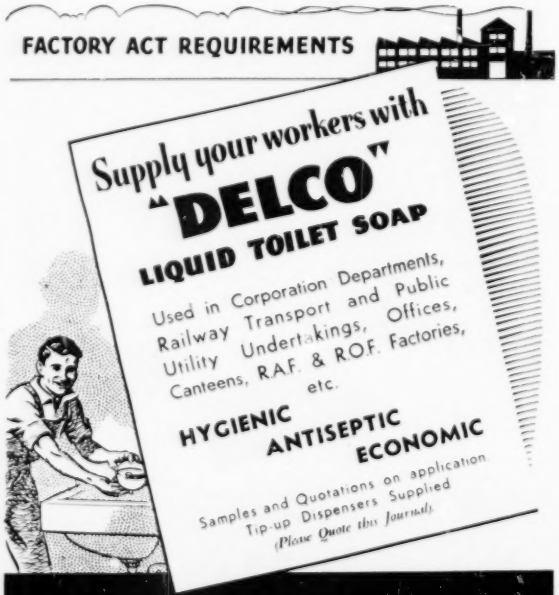
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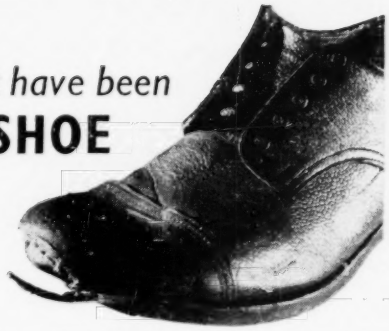

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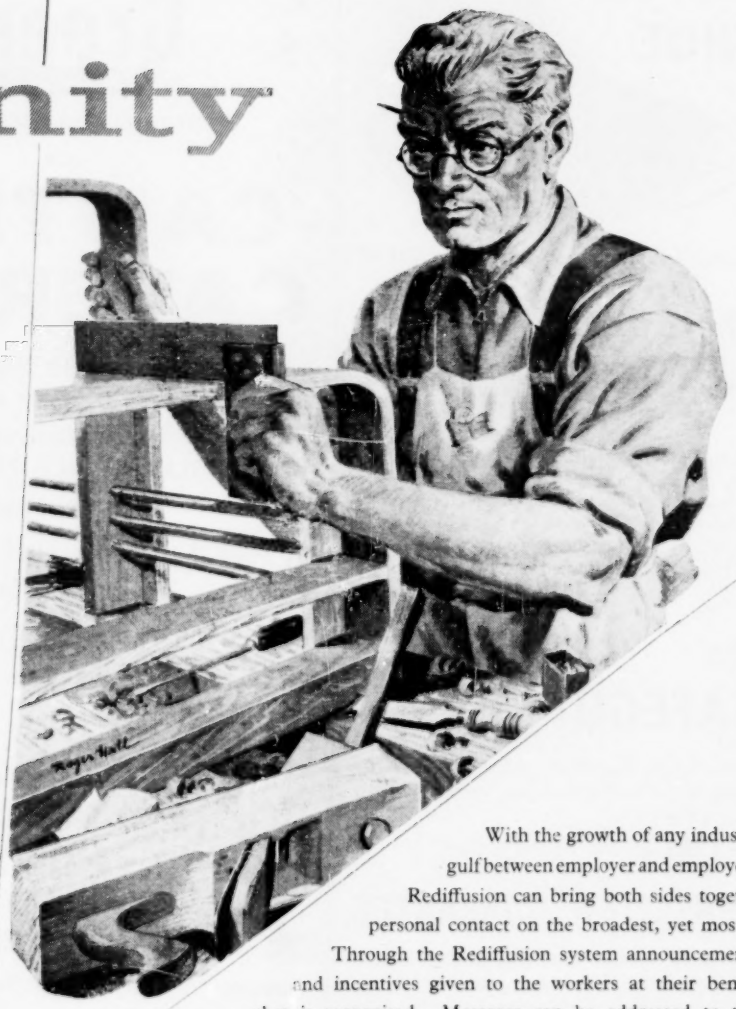

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